



Interacting with Teammates

Rating	Description of Rating
5	Asks for and shows an interest in teammates' ideas and contributions. Makes sure teammates stay informed and understand each other. Provides encouragement or enthusiasm to the team. Asks teammates for feedback and uses their suggestions to improve.
4	Demonstrates behaviors described above and below.
3	Respects and responds to feedback from teammates. Participates fully in team activities. Communicates clearly. Shares information with teammates. Listens to teammates and respects their contributions.
2	Demonstrates behaviors described above and below.
1	Interrupts, ignores, bosses, or makes fun of teammates. Takes actions that affect teammates without their input. Does not share information. Complains, makes excuses, or does not interact with teammates. Is defensive. Will not accept help or advice from teammates.

Contributing to the Team's Work

Rating	Description of Rating
5	Does more or higher-quality work than expected. Makes important contributions that improve the team's work. Helps teammates who are having difficulty completing their work.
4	Demonstrates behaviors described above and below.
3	Completes a fair share of the team's work with acceptable quality. Keeps commitments and completes assignments on time. Helps teammates who are having difficulty when it is easy or important.
2	Demonstrates behaviors described above and below.
1	Does not do a fair share of the team's work. Delivers sloppy or incomplete work. Misses deadlines. Is late, unprepared, or absent for team meetings. Does not assist teammates. Quits if the work becomes difficult.

Keeping the Team on Track

Rating	Description of Rating
5	Watches conditions affecting the team and monitors the team's progress. Makes sure that teammates are making appropriate progress. Gives teammates specific, timely, and constructive feedback.
4	Demonstrates behaviors described above and below.
3	Notifies changes that influence the team's success. Knows what everyone on the team should be doing and notices problems. Alerts teammates or suggests solutions when the team's success is threatened.
2	Demonstrates behaviors described above and below.
1	Is unaware of whether the team is meeting its goals. Does not pay attention to teammates' progress. Avoids discussing team problems, even when they are obvious

Expecting High Quality

Rating	Description of Rating
5	Motivates the team to do excellent work. Cares that the team does outstanding work, even if there is no additional reward. Believes that the team can do excellent work.
4	Demonstrates behaviors described above and below.
3	Encourages the team to do good work that meets all requirements. Wants the team to perform well enough to earn all available rewards. Believes that the team can fully meet its responsibilities.
2	Demonstrates behaviors described above and below.
1	Satisfied even if the team does not meet assigned standards. Wants the team to avoid work, even if it hurts the team. Doubts that the team can meet its requirements.

Having Related Knowledge, Skills, and Abilities

Rating	Description of Rating
5	Demonstrates the knowledge, skills, and abilities to do excellent work. Acquires new knowledge or skills to improve the team's performance. Able to perform the role of any team member if necessary.
4	Demonstrates behaviors described above and below.
3	Demonstrates sufficient knowledge, skills, and abilities to contribute to the team's work. Acquires knowledge or skills as needed to meet requirements. Able to perform some of the tasks normally done by other team members.
2	Demonstrates behaviors described above and below.
1	Missing basic qualifications needed to be a member of the team. Unable or unwilling to develop knowledge or skills to contribute to the team. Unable to perform any of the duties of other team members.