

COMMUNICATION

Respectfully listens to others to gain a full understanding of issues; comprehends written material; presents information in a clear and concise manner orally and in writing to ensure others understand his/her ideas; appropriately adapts his/her message, style, and tone to accommodate a variety of audiences.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
<p>Comprehending Takes inappropriate action due to misinterpretation of written or verbal information or directions.</p>	Comprehends written and verbal information and directions and takes appropriate action.	Is relied upon by others to assist in interpreting complex written and oral information and directions and taking appropriate action.
<p>Directness and Openness Demonstrates an unwillingness to listen to others, does not consider others' viewpoints, talks over others.</p>	Actively listens to others to gain a better understanding of their viewpoints and maintains a professional demeanor when delivering unwelcome information.	Actively encourages a respectful and open exchange of ideas and viewpoints, defuses conflict and attempts to reconcile differences, and assertively addresses even unpopular issues.
<p>Accuracy and Clarity Develops written and/or verbal communications that are confusing, void of critical messages, misrepresent facts and fails to take into account the target audience.</p>	Consistently delivers accurate, clear and concise messages verbally and/or in writing to effectively inform the target audience.	Delivers accurate, clear, concise and reasoned messages that inform and are effective at persuading the target audience to take action.
<p>Ensuring Understanding Assumes others understand and moves forward without confirming understanding; uses jargon.</p>	Demonstrates ability to recognize when others are having difficulty understanding messages and adapts style appropriately.	Consistently selects the best method to deliver the message so that it is easily understood, asks questions to confirm understanding and explains in a different way if target audience has difficulty understanding the message.
<p>For Supervisors Fails to communicate the agency's vision and/or fails to explain the broader business purpose to the team.</p>	Ensures direct reports understand the agency's vision and goals by translating those goals into day-to-day practices; explains the business purpose behind assignments and shifts in priorities so direct reports can understand the "big picture".	Communicates the strategic direction in such a way that employees, at all levels, fully understand their role in achieving agency goals; engages direct reports regularly about consumers or other stakeholders, so they understand their importance to the agency and their potential to contribute.