

TEAMWORK AND COOPERATION

Cooperates with others to accomplish common goals; works with employees within and across his/her department to achieve shared goals; treats others with dignity and respect and maintains a friendly demeanor; values the contributions of others; is able to work effectively with people of diverse backgrounds and characteristics.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Courtesy Sometimes treats others with hostility or indifference; isolates oneself from others while working toward team goals and objectives.	Consistently works well with others and treats all members with dignity <i>and</i> respect.	Proactively seeks to eliminate "cliques" and assists in problem solving so that all team members can be included in work processes.
Collaboration Talks about commitment to teamwork but does not always demonstrate it in his/her actions.	Considers the views of others when analyzing a situation or developing a solution.	Builds loyalty among team; supports team despite different points of view or setbacks.
Effectiveness Works well with some people but not others; is not generally regarded as a "team player."	Consistently works well with a variety of others; rarely encounters someone he/she cannot work effectively with on a task/project.	A role model as a "team player"; provides guidance to others as they work through conflicts and disagreements.
Communication Waits for others to solve interpersonal/team conflicts and problems; does not contribute meaningfully to discussions.	Regularly initiates communication to help solve interpersonal/team conflicts and problems; provides feedback to improve team dynamics.	Facilitates and encourages communication between team members experiencing conflict who have previously been unable to solve problems.
Diversity and Inclusion Excludes others or inappropriately treats them differently. Makes little attempt to find common ground with others who have different backgrounds or characteristics.	Recognizes people have different backgrounds and characteristics and effectively bridges gaps in understanding or viewpoints to accomplish goals.	Performs exceptionally well at engaging those with different backgrounds and characteristics in achieving common goals. Ensures persons with diverse perspectives are given an opportunity to provide input in decision making processes.