

Rubric for Teamwork

	Level of Achievement		
Criteria	4 Exemplary	2 Satisfactory	0 Unacceptable
Group Functioning			
Attending	Most, if not all, members attend all meetings.	Most members are present at most meetings. When members have to be absent, they inform and/or seek the agreement of the team.	Many members frequently miss meetings and do not inform the team.
Participating	There is a clear definition of tasks to be accomplished, anticipating future needs. All members take an active role. Tasks are defined by the group and assigned to all members. The team engages in follow-up activities to monitor progress.	Tasks are defined informally, and most but not all members understand them. Most members contribute. Follow-up is sporadic.	Tasks are not defined, and few members participate actively. There is no follow-up.
Defining Members' Roles	Every member's role on the team is defined and understood by all. Each team member can explain the role of others.	Members' roles are defined informally and may not be completely understood by all. Some members may not be able to explain the role of others.	There is little understanding of who does what.
Making Collective Decisions	Clear procedures for making decisions are established and documented. Decisions, the process by which they were made, and the involvement of members are also documented.	Decision-making procedures are established informally, leading to inconsistency in implementation and a failure to involve all members in decision making.	Because there is no decision-making process, decisions are made by individuals, and they do not reflect the thinking or the desires of the team.
Team Member Support	Every team member is treated with respect. All members listen to all ideas. The work of each person is acknowledged. Members feel free to seek assistance from others or to ask questions.	There is a general atmosphere of respect for team members, but some members may not be heard as much as others. Acknowledging others' work is serendipitous rather than planned. Some members may not feel free to turn to others for help.	The team atmosphere is competitive and individualistic rather than cooperative and supportive.

Managing Conflict	Conflicts are consistently resolved through open discussion and compromise.	Members are generally able to resolve conflicts through open discussion and compromise.	Conflicts that arise are either not dealt with or cannot be resolved.
Process Management			
Meeting Regularly	Weekly or biweekly meetings are scheduled and held at defined times.	Meetings are scheduled sporadically to keep the project going.	Meetings are rare.
Establishing and Documenting Goals	Realistic, prioritized, and measurable goals are agreed upon and documented.	Goals are established, but some may be too general or unquantifiable. Priorities may be unrealistic. Documentation may be incomplete.	Clear goals are not formulated or documented.
Keeping Meeting Notes	Written minutes summarize attendance, discussions, and actions. Minutes are distributed electronically within two days of the meeting.	Minutes summarizing attendance, discussions, and actions are written and distributed but not consistently. Some minutes are more complete than others.	Minutes are either nonexistent or sketchy, containing little beyond attendance lists.
Adjusting	When working to achieve goals, the team is able to adjust plans as needs arise. There is a clear understanding of the nature of mid-course corrections and why they were needed.	The team is not always able to adjust as needed to meet goals. Realization of the need for mid-course corrections sometimes comes too late.	The team seems to be thrashing about. Activity plans (if they exist) are unfocused, and thus there is no ability to adjust and make corrections.
Timely Submission of Work Assignments and Reports	Team is self-motivated and can complete work assignments and reports in a timely manner without being reminded.	Work assignments and reports are submitted but are sometimes late.	Work assignments and reports are submitted inconsistently. The team is not self-motivated and needs constant chasing to get the work submitted.

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