

## Bad News Memo Rubric

	<b>Excellent</b>	<b>Satisfactory</b>	<b>Weak</b>
<p><b>Content 50-0 pts.</b> If the message includes a buffer other than below, this opening paragraph should relate to the reader's concerns, introduce <b>or</b> lead into the topic, and avoid misleading statements.</p> <p>The message should include at the top or immediately after another buffer a description of the job duties and demands (criteria for the job).</p> <p>The reasons for the bad news should be clear and sound.</p> <p>There should be sufficient reason(s) for the rejection.</p> <p>The refusal should follow clearly from the reasons.</p> <p>The message should offer suggestions for improving performance so that one has a "win-win" situation.</p>	<p>The buffer relates to the reader's concerns, introduces <b>or</b> leads into the topic very clearly, and avoids misleading statements.</p> <p>Detailed job description is there, including specific performance expectations.</p> <p>The reasons for the bad news are clear and sound.</p> <p>Refusal inevitable given reasons.</p> <p>Clear, motivating, attainable.</p>	<p>Opening paragraph is relevant and fairly clear but somewhat perfunctory.</p> <p>Essentials of job description are there but at high level of abstraction. Performance expectations there but general.</p> <p>Reasons are convincing and fairly clear. Candidate evaluated on all parts of job description.</p> <p>Refusal follows adequately from reasons.</p> <p>Appropriate</p>	<p>Opening buffer is unrelated to the central message and/or sets up false positive expectations. It may be unclear and may be me-centered, unconcerned with the reader.</p> <p>Vague or inaccurate or nonexistent job description and performance expectations.</p> <p>Few facts to back up assessment: reliance upon opinions. Lack of evaluation of candidate on each part of prospective job description.</p> <p>Lack of forward-looking close.</p> <p>Alternative: Lack of detailed advice to improve: training, behavior modification, attitude modification</p>

<p>The message should end on a pleasant note and avoid suggesting further problems.</p> <p>The message should clearly indicate that the reader has been taken seriously and treated fairly.</p> <p>Be positive here but don't promise anything because factors outside your control (such as an economic downturn) may make raise and promotion impossible.</p>	<p>Positive, focused on reader</p> <p>Respectful. Addresses all key elements of job sought.</p> <p>Very positive but not promising anything.</p>	<p>Positive</p> <p>Straightforward but brief.</p> <p>Adequately encouraging but noncommittal.</p>	<p>Raises other unresolved problems at the end of the memo.</p> <p>Condescending.</p> <p>Promises a job if advice met. However, the person may fail in unforeseen ways or the economy may not permit promotion.</p>
<p><b>Organization 35-0 pts.</b> The message should be clearly organized.</p> <p>The <b>reasons</b> why the employee does not meet the criteria of the job should then be presented--<b>before the refusal.</b></p>	<p>The letter follows the indirect approach:</p> <p>1)Buffer (optional) /criteria (required), 2) reasons he/she did not meet criteria, 3) refusal, 4) alternative 5) positive close.</p>	<p>Indirect approach but weak transitions in places.</p>	<p>Rejection precedes reasons. No job description.</p>
<p><b>Style/Format 15-0 pts.</b> There should be no abrupt shift in tone between the buffer and the body of the letter.</p> <p>The refusal should be tactful but clear.</p>	<p>Diplomatic; uses passives as needed but makes culpability clear.</p> <p>Tactful, crystal clear.</p>	<p>Clear.</p> <p>Clear</p>	<p>Abrupt shift in tone from buffer to reasons for bad news. Lack of motivating tone to improve; condescending tone;</p> <p>Unclear or nonexistent. Unsuccessfully implied.</p>

<p>The message should be reasonably concise.</p> <p>The message should be as free as possible of grammatical and spelling problems.</p>	<p>Tight</p> <p>Clean.</p>	<p>A few extra words</p> <p>A few errors but clear message.</p>	<p>Wordy</p> <p>Message grammatically garbled in places; words missing.</p>