

Project Course Student Characteristics

Category	"A" Student	"B" Student	"C" Student	"D" Student	"F" Student
Technical Competence	Excellent	Good	Fair	Poor	
General	Demonstrates strong technical expertise that is key to the project team. Shows breadth of knowledge that helps the team create and understand the big picture. Occasionally consults with or mentors other team members on technical issues. Willing to learn new skills and techniques. Able to work in all project areas (requirements, design, coding, testing, planning).	Generally demonstrates good competence in several areas. Can work in most project areas. May have some areas of weakness. Prefers to work in areas of strength but is usually willing to work in areas of weakness or to learn new things.	Has many areas of weakness. Generally lacks technical strength or depth in any significant area needed by the team. Not usually willing to learn new things (e.g., programming language). Work often needs to be modified by other team members.	A significant part of his/her work has little value or has to be redone by other team members.	Most work has little value or has to be redone by other team members.
Requirements	Requirements are thoroughly understood and documented before attempting to design/implement features. Requirements are accurate and complete. Understands the customer's intent for features. Develops meaningful use cases to support requirements.	Requirements are generally understood. Some details may be overlooked or not documented. Has a good idea about the customer's intent for features. May develop some use cases for mainline features.	Some requirements are understood, but many aren't understood or aren't identified. Unlikely to have developed any meaningful use cases.	Really doesn't understand what the customer needs. Written requirements are inaccurate and/or incomplete. Many requirements are missing.	Makes little if any attempt to contribute to the identification of requirements.

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Design	Uses a consistent design process and design notation to develop and document proposed solution approach. Design is fully elaborated in all area that require it. Design is validated against the requirements to ensure completeness.	Uses a design process and design notation to develop and document proposed solution approach. Design may not be fully elaborated in some areas that should be. Design is generally validated against requirements.	Little evidence of a systematic design process. Design documentation is inadequate.	No evidence of a design process. Design is largely undocumented. Design does not produce meaningful detail. Unable to validate the design against the requirements.	Makes little if any attempt to contribute to the development of a coherent system design. Lacks an understanding of how designing is different from coding.
Code	Code is efficient, well structured, and well commented. Programming standards and conventions are followed.	Code works as it should but may not be the most efficient or effective implementation. Code comments may vary in adequacy and detail. Programming standards and conventions are generally followed.	Code may be messy and poorly organized. Not all desired functional behavior has been implemented and some undesirable side effects may be present. Internal commenting is inadequate. Programming standards and conventions are not consistently followed. May include many undocumented features or undocumented side effects.	Code written frequently must be rewritten by other team members. Little attention is paid to the implementation of defined requirements and system design. Standards and conventions aren't consistently followed.	May not have sufficient skills to contribute useful code to the project. Code written is unlikely to function well enough to be included in the product. Little evidence of applying programming standards and conventions.

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Testing	Code is thoroughly tested following a comprehensive test strategy. Testing is performed at several levels including unit and system. A significant portion of tests are automated when possible. Defects are consciously identified and documented.	Code has been tested but not as thoroughly as it should be. When possible some test automation is achieved. Defects are routinely identified and documented.	Code was inconsistently tested and not tested based on a predefined strategy. Lacks understanding of why testing is important. Little if any test automation is achieved even when easily accomplished. Defects are sometimes fixed without formally documenting them.	Code was only superficially tested and not tested based on a predefined strategy. Little if any test automation is achieved. Many defects are fixed without formally documenting them. Fixes aren't thoroughly tested.	Code has not been tested beyond a superficial level. Test automation was not attempted. Defect recording is at best haphazard.
Documentation	Documentation is well written, comprehensive and thorough. Always kept up to date.	Documentation is generally well written but may lack important details in some areas. Not always kept up to date.	Documentation is sketchy and potentially inaccurate. Significant portions are out of date.	Documentation is grossly inadequate. Virtually impossible to tell whether or not it has been updated.	Rarely documents work.
Process Understanding & Execution	Recognizes the need to follow a well-defined and managed software development process. Consistently follows the process even in times of project difficulty. Looks for opportunities to improve the process.	Generally follows the process but may not have a full appreciation for why the process is important.	Applies inconsistent effort to understand and follow development processes.	Often process-adverse. Tends to work in an ad hoc fashion with little control or repeatability. Substantial variation in results are seen.	Consistently out of control.
Project Management Competence	Excellent	Good	Fair	Poor	

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Leadership	Operates effectively in the project lead role	Generally effective as a project leader.	Sometimes effective as project leader, but has many instances in which he/she fails to provide leadership when needed.	Largely ineffective as a project leader.	Provides no evidence of leadership ability.

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Personal Attributes	Excellent	Good	Fair	Poor	
Teamwork	Understands what others on the team are doing and what they need. Works to meet intra-team dependencies. Puts team goals ahead of personal goals. Performs his/her fair share of the project.	Works well with others on their team. Interactions with others are adequate to do individual tasks. Usually does his/her fair share.	Can't consistently work with others as a peer. May create or contribute to problems that inhibit effective teamwork.	Works alone, has trouble sharing and compromising with others. Creates frequent friction with others. Does not integrate well with rest of team. Consistently puts personal goals ahead of team goals. Often does not contribute as much as other team members.	Openly antagonistic towards others in the team. May sacrifice team accomplishment to get even with team member(s). Goes along for the ride.
Dependability	Consistently meets schedule and quality objectives. Will identify in advance if a task can't be completed as planned.	Usually meets schedule and quality objectives. Does not make excuses.	Misses significant schedule and quality objectives. May not give team members advanced notice of shortfalls. Makes excuses for late or inadequate work.	Frequently misses schedule and quality objectives. Usually doesn't give team members advanced notice of shortfalls. Makes excuses for late or inadequate work.	Undependable. A project liability.

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Leadership	Leads group through personal example. Gains respect, loyalty and commitment from team members. Under his/her leadership, group efforts are usually successful. Relationships are usually win-win. Helps the team create the big picture.	Is a good follower. Willing to take a leadership role when the need arises. Partners with the team leader to further the team's goals. May occasionally volunteer to lead activities that align with areas of expertise. Generally successful in leadership role.	Shows little interest in taking on leadership role.	Has minimal interaction with others on the team. Doesn't communicate status of work. Has difficulty seeing the big picture. Reluctant to follow group goals and objectives. May make personal decisions that are contrary to group decisions. Other team members often have to assume his/her leadership responsibilities.	Unable to lead (or follow).
Vision	Understands the purpose and goal of the project. Understands why the team is using its development process.	Generally understands purpose and goal of the project. At times may need to be convinced by other team members.	Does not have a clear understanding of the project vision.	Often hostile to direction the team decides to take. Has a hard time seeing the vision and other's perspectives.	Myopic. Doesn't believe that the vision is correct. Pursues own vision (if there is one) at the expense of the project.
Risk Taking	Willing to take reasonable risks but does so only after making a thorough analysis and assessment of the risk and potential consequences	1. Not inclined to take risks knowingly, or 2. Takes risks without properly assessing the potential consequences	Often pays the price for not having considered the risks associated with a particular course of action. May also be risk adverse.	Doesn't understand the concept of risk management. Can't differentiate between reasonable and unreasonable risks.	Doesn't understand the concept of risk management. Out of control.

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Giving / Asking for Help	Indicates willingness to give help. Very willing to give help when asked. Skillful at assisting others without implying superiority. Also quickly realizes when he/she needs help then asks for it.	Willing to provide assistance when asked. Will ask for assistance when needed.	Can give assistance in a very limited range. Usually doesn't recognize when he/she should ask for help.	Rarely able to give meaningful help to other team members. May have difficulty realizing that he/she needs help. If help is requested it is often requested after significant time and effort have been wasted. Believes that success is just around the corner.	Neither gives nor asks for help. Would rather sacrifice the project than ask for help or assist others.
Self Management	Takes on a significant role in helping the group plan team activities. Makes good plans for his/her own work that are consistent with the overall project plan.	Helps the group with planning the team activities. Makes good plans for his/her own work that are consistent with the overall project plan. May experience some occasional difficulties in executing according to the plan.	Is inconsistent in planning his/her own work. May operate in panic mode from time to time.	Not an effective contributor to the team planning process. Does not make individual plans. Works in crisis mode. Frequently late in completing assigned work. Other team members may be required to take over some assigned activities.	Demonstrates little control over life's events.
Initiative	Watches for, proposes and tackles new tasks that help make the project successful. A self starter.	Proposes new tasks in their own area of responsibility, some of which may not be of great project value. Prefers to be a follower.	Demonstrates some initiative but is inconsistent in its contribution.	Must continually be guided to complete tasks. Doesn't find and suggest meaningful new tasks in their area of contribution.	Shows no initiative. Must be given explicit instructions on what to do.

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Flexibility	Watches for critical tasks in the project and communicates with other team members to address issues. Willing to switch tasks when needed to ensure project success. Will work on anything the team needs done.	Generally willing to switch tasks within areas of expertise. May be a few areas in which he/she prefers not to work.	Flexible in some areas and inflexible in others. May be some areas in which he/she refuses to work.	Not very flexible. Wants only to work on things that are within his/her area of expertise and comfort zone. May take the "its not my job" position.	Completely inflexible.
Communication Skills	Verbal and written communications are of high quality and effective. Anticipates who will need information and gets it to them. Provides information in a timely fashion. Communicates effectively with project sponsor. Listens well. Attends virtually all project meetings. Keeps on top of e-mail.	Communicates adequately in most situations. Creates occasional misunderstandings. Not always willing to speak up or contribute when needed. Generally understands what others are saying. Attends most project meetings. Keeps on top of e-mail	Communication effectiveness is inconsistent and usually requires clarification by other team members. May miss important team meetings. Doesn't check e-mail frequently enough	Withdrawn and reticent. Often resists sharing information with others. Communications are ineffective. Does not listen to what others are saying and as a result may waste time and effort. Frequently misses or is late for project meetings.	Communications may be incorrect or disruptive. Does not listen to what others are saying. Attendance at project meetings is unpredictable.
Project Reporting	Consistently and accurately report his/her contribution to the project. Communicates both the good and the bad.	Consistently and accurately reports his/her contribution. May occasionally need to be reminded to submit reports. Communicates with an emphasis on positive accomplishments.	Has extreme difficulty in submitting reports on time. Generally does not keep good personal records of time spent.	Needs to be frequently reminded to submit reports. May report additional time not worked in order to create the appearance of participation on the same level as his/her peers. Usually does not volunteer information particularly on things that aren't going well.	Either doesn't report or routinely falsifies reports.

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Customer Relationship	Goes the extra mile for the customer. Seeks input from them and tries to achieve results. Keeps the customer well informed, anticipates their needs, and resolves issues quickly. Customer feels fully informed about project status and issues.	Demonstrates general understanding of customers needs. Responds to customer issues when prompted. Customer generally feels informed about project status and issues.	Generally does not understand the customer's perspective and issues. Work is done without any real customer focus. Customer needs and issues are ignored. Customer doesn't feel informed and would not want to work with this individual again.	Does not develop a relationship with or understanding of the customer.	Is openly hostile or antagonistic towards the customer.