

Value	Definition	DNM	ME	EE
1. Accountability	Accepts full responsibility for oneself and for one's contribution as a team member; displays honesty and truthfulness; confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals; demonstrates a commitment to delivering on his/her public duty and presenting oneself as a credible representative of the agency and state, to maintain the public's trust.	Inconsistently meets commitments to others or delivers on commitments late. Occasionally "bends the rules" when faced with pressure from customers or other agency/state stakeholders. Fails to take ownership of personal or team performance; refrains from coaching team members to improve performance. Dismisses the importance of his/her responsibilities and the connection between his/her job and public perceptions. Occasionally presents oneself in a way that is inconsistent with the image the agency/state wants to portray. Fails to complete assigned tasks efficiently. Does not use resources effectively. Rarely follows established policies and procedures. Takes excessive unscheduled absences or is excessively tardy.	Follows through and meets personal commitments to others on time. Holds self and others accountable for making ethical decisions; addresses unethical behaviors head-on. Commits to the agency's/state's goals and finds ways to get team members more involved toward accomplishing agency/state objectives. Takes his/her responsibilities seriously and consistently meets the public's expectations for quality, service, and professionalism. Consistently presents a calm, competent, and professional image to the public and other agency/state employees. Can be counted on to complete assigned tasks in an efficient manner. Works well under pressure. Uses resources effectively. Consistently follows established policies and procedures. Follows attendance and punctuality policy.	Exceeds his/her commitment to others by frequently delivering work early. Lives the agency's/state's values and maintains his/her ethical principles, even in the most challenging circumstances. Generates enthusiasm among team members for accomplishing shared goals that elevates the team and ensures the agency's/state's success. Holds a strong commitment to exceeding the public's expectations for how the agency/state should provide service to its customers. Presents oneself as a polished professional who exemplifies success and credibility; inspires others to be more professional. Enthusiastically responds to agency needs. Takes exceptional measures to make sure all key responsibilities are met. Ensures other team members are provided with what they need to get their job done, even when the employee is not available.

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<p>2. Competence & Expertise</p>	<p>Understands and applies specific technical/professional subject matter and concepts integral to the business in which they operate. Is trusted and recognized as a source for credible, reliable information about business policies, procedures, and practices. Demonstrates knowledge and understanding of emerging issues, trends, and developments based on research, program evaluation, and modeling of best practices.</p>	<p>Does not maintain technical skills and relevant professional licensure/certifications, nor does he/she keep abreast of changes, current trends, and best practices in the field of expertise. Does not proactively seek out or adequately participate in necessary training to learn of legislation, regulations, standards, policies, and procedures specific to one's field of expertise, the work unit, or the organization. Does not apply technical/professional knowledge and skills to work assignments and when solving problems. Does not willingly share work-related knowledge and skills with coworkers.</p>	<p>Maintains technical skills and relevant professional licensure/certifications, keeping abreast of changes in the field of expertise. Proactively seeks out and participates in necessary training to learn of legislation, regulations, standards, policies, and procedures specific to one's field of expertise, the work unit, or the organization. Reviews professional/technical information sources for current trends and best practices in the field. Applies technical/professional knowledge and skills to work assignments and when solving problems. Uses, expands upon, and shares work-related knowledge and skills with coworkers.</p>	<p>Holds relevant professional licensure/certifications and engages in applicable professional development activities to such an extent that he/she is recognized by coworkers as an expert in his/her field of expertise. Initiates activities or practices to ensure coworkers are informed of legislation, standards, regulations, policies, and procedures that apply to their work. Translates organizational programs, procedures, and policies into technically /professionally sound operational requirements when appropriate. Facilitates and encourages internal staff development and maintenance of technical /professional knowledge and skills to meet organizational demands and challenges. Monitors and evaluates the application of technical /professional knowledge and skills in the workplace. Develops skills needed to align organizational processes, systems, and resources to the goals of continuing professional /technical education for employees in a particular field, within/across work units, or across the organization.</p>

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3. Customer Service	Consistently demonstrates a strong commitment to providing value-added services to external and internal customers. Proactively identifies customer needs and requirements, delivers quality service, and continuously improves performance of self and others. Develops, implements, and evaluates work processes which are both efficient and effective from the customers' perspectives.	Fails to consistently follow through on customer commitments. Uses common methods to solve the same or similar customer problems, without incorporating learning from past mistakes. Develops relationships with customers that lack personal attention and focus, which result in lower levels of customer satisfaction. Handles dissatisfied customers in a manner similar to all other customers or reacts inappropriately when faced with dissatisfied customers. Meets customer needs but is difficult to reach; takes an unreasonably long time to respond to customer requests and issues. Does not seek new ways to enhance customer relationships with new service offerings. Ignores customer requests, "passes the buck" to others, or is disrespectful in responding to customers' needs. Does not demonstrate a fundamental understanding of customer needs in his/her daily work. Tries to meet customer needs but has difficulty identifying resources that could improve the experience of each unique customer.	Follows through on customer commitments, despite time pressures or obstacles. Recognizes when work processes and/or outcomes are negatively affecting the customer; takes responsibility for the issue and takes appropriate steps to eliminate problems. Develops relationships with customers that are marked by attention and customer satisfaction. Addresses dissatisfied customers by remaining calm and professional; personally follows through to resolve issue(s). Responds promptly to customer requests; is easy to reach and work with during work hours; willingly works with customers to meet their needs. Seeks out customer input to better understand their needs; develops ideas for how to meet those needs. Listens for and responds to customer requests or problems in a timely manner. Demonstrates a solid understanding of customer needs by consistently meeting their expectations. Meets customer needs by acting professionally and applying a good working knowledge of the services and information provided by the agency/state.	Takes extraordinary action to meet customer needs when required. Recognizes that work processes and/or outcomes are negatively affecting the customer; owns the issue(s) and takes action to address deficiencies by identifying resolutions and notifying the appropriate agency/state leader. Maintains positive, long-term working relationships with clients; is skilled at focusing individualized attention, resulting in consistent, high-level customer satisfaction. Addresses dissatisfied customers appropriately and takes action to resolve problems; can defuse even the most dissatisfied customer situations with ease. Makes self fully available to the customer by being flexible with time and schedule in order to provide services and information; identifies ways to make services easier for customers to access. Regularly updates understanding of customers' needs and quickly adapts solutions, as needed, to changing customer demands. Anticipates customer needs and responds before the situation requires action. Consistently exceeds

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				<p>customer expectations by applying a solid understanding of what customers need and value. Helps others navigate the state's system with greater ease by explaining the services offered and how to make contact with the appropriate agency/department.</p>

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<p>4. Diversity & Inclusion</p>	<p>Demonstrates an open-minded approach to understanding people, regardless of their gender, age, race, national origin, religion, ethnicity, disability status, or other characteristics; treats all people fairly and consistently and with dignity and respect; effectively builds an inclusive work environment, composed of people from diverse backgrounds and with diverse perspectives, where everyone feels welcomed and valued and is allowed the opportunity to use his or her skills, abilities, and knowledge to succeed.</p>	<p>Does not recognize cultural differences; may use unsupported stereotypes to develop an understanding of others. Occasionally treats people differently depending on culture, gender, race, socioeconomic, or other factor(s). Works well with people who are similar to him/her but has difficulty working with people who have different backgrounds. Gives preferential treatment to a group based on a common characteristic of that group. Sometimes makes statements that are offensive or insensitive. Criticizes or disregards different opinions, styles, or ways of working. Tolerates comments and actions of others that reflect stereotypical views of people who are different from oneself.</p>	<p>Recognizes cultural differences among people and effectively works to bridge cultural gaps. Treats all people with dignity and respect, regardless of cultural or socioeconomic background. Effectively works with people of diverse backgrounds, regardless of personal differences that may exist. Avoids making statements that may offend or hurt others from different cultural or socioeconomic backgrounds. Considers and respects different opinions, styles, and ways of working. Responds to and directly addresses comments and actions of others that reflect stereotypical views of people who are different from oneself.</p>	<p>Develops strategies for overcoming even the most challenging cultural differences to achieve common goals. Actively seeks to eliminate "out groups" so that all people feel included and are free to be themselves. Thrives within the context of diverse teams; capitalizes on diversity to find creative solutions and encourages other team members to leverage the diverse talents of agency/state staff. Consistently communicates even the most difficult messages in a sensitive and supportive manner, without compromising on the meaning of the message. Helps other team members embrace the value of considering and honoring different opinions, styles, and ways of working. Proactively works to eliminate intolerant attitudes that are barriers to team productivity.</p>

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5. Ethics & Integrity	Maintains social, ethical, and organizational norms. Firmly adheres to codes of conduct and ethical principles. Works and communicates in a direct and honest manner with colleagues and clients. Follows through on commitments and obligations. Interacts in a way that builds others' confidence in the intentions of the individual and of the organization.	Does not take pride in one's work. Shows little or no concern for lack of quality. Makes decisions or choices that are self-serving. Proceeds without regard for negative consequences for self or others. Provides unacceptable or untruthful explanations when decisions are questioned. Makes excuses when confronted about decision-making. Does not follow through with work commitments. Does not maintain confidentiality. Misrepresents self or uses position or authority for personal or professional gain.	Takes pride in one's work. Shows concern for quality. Makes decisions or choices with others in mind. Follows through with work commitments. Refrains from participating in gossip or spreading of rumors. Chooses ethical courses of action in the face of pressure. Avoids situations and actions considered inappropriate or which present a conflict of interest. Provides acceptable and truthful explanations when decisions are questioned. Keeps organizational and personal information/data confidential. Does not misrepresent self or use position or authority for personal or professional gain.	Ensures personal and organizational integrity at all times. Takes extraordinary steps to ensure personal and organizational integrity is maintained beyond what is asked. Has an impeccable track record of ethical conduct and decision-making. Consistently puts others before oneself. Always behaves in an ethical manner, even when it is difficult. Is frequently sought out by coworkers as a fair and impartial arbitrator when ethical issues arise.

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<p>6. Organizational Effectiveness and Efficiency</p>	<p>Leadership Value: Effectively plans, prioritizes, organizes, and aligns human, financial, material, and information resources to meet work unit and organizational goals. Efficiently deploys resources when, where, and how they are needed. Communicates expectations clearly, provides performance-based feedback and coaching, and consistently measures progress. Deals effectively with performance problems.</p>	<p>Develops unclear, inefficient, or ineffective project plans. Fails to follow through on project plans. Fails to coordinate employees' work efforts. Does not effectively instruct employees on tasks, goals, work processes, performance standards, and expected work requirements. Inappropriately or ineffectively delegates tasks, including the failure to delegate tasks, when warranted. Uses available resources inefficiently or ineffectively. Fails to monitor activities, results, and resource use, resulting in decreased efficiencies. Does not develop, or develops but does not effectively implement, decision-making strategies and processes to address routine business operations. Avoids or reactively addresses employee performance issues. Irregularly provides employees with positive and developmental feedback. Avoids or deals reactively with interpersonal or personal matters that could affect performance.</p>	<p>Develops understandable, efficient, and effective project plans and follows through on them from planning, implementing, monitoring, and evaluating to reporting, making adjustments to project plans, as warranted. Coordinates employees' work activities and appropriately delegates tasks. Effectively instructs staff on tasks, goals, work processes, performance standards, and expected work requirements. Uses available resources efficiently and effectively. Monitors performance and measures results. Monitors activities, results, and resource use, continuously seeking increased efficiencies. Develops and implements decision-making strategies and processes to address routine business operations, continuously evaluating them for maximum effectiveness. Addresses employee performance issues in a timely, effective manner. Regularly provides positive and developmental feedback. Deals proactively with interpersonal or personal matters that could affect performance.</p>	<p>Builds agency capacity to plan, prioritize, organize, and align resources to meet current and future needs. Seeks and heeds early warning signs of derailment, proactively adapting strategies and implementing contingency plans, as required. Fosters a culture of accountability for goals and performance measures. Knows what motivates each employee and matches employee needs to work activities, when feasible. Creates and implements employee reward and recognition programs.</p>

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7. Safety & Health	Consistently demonstrates a strong commitment to providing state employees with a safe and healthy workplace. Proactively identifies and reduces, or takes action to reduce, risks and hazards and abides by regulatory requirements. Understands the importance of safe work practices and personal protective equipment, enables assigned employees to do the same, and acts to correct unsafe conditions, not waiting for others to correct issues. Develops, implements, and evaluates work processes (utilizes Hazard Recognition practices) that address immediate risk and also improves systems to address future risk.	Fails to take responsibility for identifying, reporting, or correcting hazards or addressing unsafe behaviors. Does not reduce risks and hazards for self or assigned employees. Has not completed all required safety and health training. Cannot demonstrate basic knowledge of policies and procedures and appropriate regulations. Fails to participate in improvements to reduce risk and injury. Is not proactive as a coworker to correct or prevent unsafe behaviors by others.	Reduces risks and hazards for self and assigned employees. Successfully completes all safety and health training appropriate for his/her position. Demonstrates knowledge of the policies, procedures, and regulations that apply to his/her work environment. Identifies and corrects unsafe conditions. Follows up on actions to correct hazardous conditions. Is proactive as a coworker to correct or prevent unsafe behaviors by others. Never colludes with others to accept unsafe situations in their workplace.	Displays leadership and a positive attitude to motivate others to support safety initiatives. Initiates improvement in safety policies and training materials. Serves as a model for hazard recognition and awareness. Knows policies and procedures and regulations so well they are considered a resource on how to work safely, anticipate risk, and solve issues around hazards in the workplace. Actively participates in safety committees, awareness efforts, and other opportunities to improve safety and health performance.

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