NCVIP VALUES LIBRARY FOR CYCLE 35
CYCLE 35 DATES: JULY 1, 2023 – JUNE 30, 2024
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List of Values Organized by Category

Statewide Core Values
Each agency will select at least two (2) values from the following list of six (6) values to be assigned to employees in their agency:
1. Accountability
2. Customer Service
3. Diversity, Equity & Inclusion (DEI)
4. Ethics & Integrity
5. Safety & Health
6. Teamwork & Collaboration

In addition to the two (2) values each employee will be assigned from the list of six (6) values above, each agency may assign up to five (5) additional values to employees in their agency. These additional values can be selected from the list of six (6) above and/or from the broader Values Library. The broader Values Library includes the following values:

Leadership Values - to be assigned to supervisors, managers, and/or executive leaders.
1. Change Leadership & Management
2. Leading People
3. Organizational Effectiveness and Efficiency
4. Talent Management

Behavioral Values
1. Communication
2. Competence & Expertise
3. Continuous Improvement & Development
4. Initiative
5. Innovation & Creativity
6. Objectivity
7. Professionalism
8. Project Management
9. Quality
10. Respect
11. Results Oriented
12. Transparency

List of Values in Alphabetical Order

1. Accountability
2. Change Leadership & Management
3. Communication
4. Competence & Expertise
5. Continuous Improvement & Development
6. Customer Service
7. Diversity, Equity & Inclusion (DEI)
8. Ethics & Integrity
9. Initiative
10. Innovation & Creativity
11. Leading People
12. Objectivity
13. Organizational Effectiveness and Efficiency
14. Professionalism
15. Project Management
16. Quality
17. Respect
18. Results Oriented
19. Safety & Health
20. Talent Management
21. Teamwork & Collaboration
22. Transparency

Definitions and Behavioral Descriptions of Performance for Each Value

Legend:

- DNM = Behavioral description of performance for "Does Not Meet Expectations" rating
- ME = Behavioral description of performance for "Meets Expectations" rating
- EE = Behavioral description of performance for "Exceeds Expectations" rating

Value	Definition	
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 their public duty and presenting oneself as a credible representative of the agency and state, to maintain the public's trust.	
DNM	**ME**	**EE**
- Inconsistently meets commitments to others or delivers on commitments late. - Occasionally "bends the rules" when faced with pressure from customers or other agency and/or state stakeholders. - Does not take ownership of personal or team performance; refrains from coaching team members to improve performance. - Dismisses the importance of their responsibilities and the connection between their job and public perceptions. - Is not calm and professional when dealing with the public and other state employees. - Does not complete assigned tasks efficiently. - Does not use resources effectively. - Does not follow 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 and state's goals and finds ways to get team members more involved toward accomplishing agency and state objectives. - Takes their responsibilities seriously and consistently meets the public's expectations for quality, service, and professionalism. - Is calm, competent, and professional with the public and other state employees. - Can be counted on to complete assigned tasks in an efficient manner. - Works well under pressure. - Uses resources effectively. - Follows established policies and procedures. - Follows attendance and punctuality policy.	- Exceeds their commitment to others by frequently delivering work early. - Lives the agency and state's values and maintains their ethical principles, even in the most challenging circumstances. - Generates results among team members. Accomplishes shared goals that elevate the team and ensure the agency and state's success. - Holds a strong commitment to exceeding the public's expectations for how the agency and state should provide service to its customers. - Is consistently calm, competent, professional, and a credible representative of the agency, exemplifying success and proficiency; inspires others to do the same. - Proactively responds to agency needs. - Takes exceptional measures to make sure 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.

Value	Definition
2. Change Leadership & Management	Identifies, plans, implements, and supports changes that are aligned with the organization's vision and values. Develops innovative approaches to address problems. Leads continuous improvement in state programs and processes. Leads effective and smooth change initiatives across the agency and/or state. Works actively and effectively with stakeholders to overcome resistance to change. Is a visible role model for others. Exhibits ownership of and accountability for the organization's activities, services, processes, decisions, and successes. Performs one's job with the broader goals in mind. Encourages others to accept and resolve new challenges. Remains flexible to meet constantly changing and sometimes conflicting demands.

DNM	ME	EE
• Makes untimely decisions and/or does not make decisions based on data, facts, and perspectives from a range of sources. • Maintains the status quo. Accepts current practices, even when they have information that current practices are inefficient and/or ineffective. • Is resistant to well-supported risk- taking or change. • Does not develop innovative approaches to address problems. • Does not recognize when newly proposed approaches are ineffective or are impossible. • Implements ideas without involving appropriate stakeholders. • Communicates support for a change initiative but does not show confidence and belief in the change through their own actions. • Only supports change when the outcome is of little or no consequence to oneself. • Does not successfully implement change initiatives on time or sacrifices progress toward other objectives to ensure changes are implemented on time. • Implement changes within their organization but does not adequately track the effects of the change. • Is inflexible in adapting to changing needs and demands.	• Identifies ways to improve the efficiency or quality of work and/or services provided by the state. • Integrates facts with acquired experience to make the best decisions possible. • Makes timely decisions based on data, facts, and perspectives from a range of sources. • Maintains a commitment to the mission, resources, and capabilities of the organization; attains results that align with that mission. • Participates in skilled communications across their Agency/Organization. • Open to taking well-supported risks. • Applies existing practices or processes to new work situations, resulting in higher quality work products or greater efficiency. • Introduces new ideas to relevant stakeholders. • Collects feedback to refine their ideas. • Shows interest in new ideas. • Generates support among coworkers for change initiatives. • Generates support for moderately controversial ideas and concepts. • Implements changes successfully within established timeframes and without disrupting progress toward other objectives. • Establishes metrics for success and tracks those metrics over time, adjusting as needed to ensure change initiatives are sustainable. • Adapts to changing needs and demands.	• Continuously identifies ways to improve efficiency or quality of work and/or services provided by the State, even in areas others may have overlooked. • Open to taking well-supported risks. • Develops new practices or processes to increase the quality and/or efficiency of work and/or services. • Actively involves relevant stakeholders on a regular basis to ensure ideas are refined and able to be adopted. • Energizes others to generate support for change initiatives. • Generates support among coworkers for even the most controversial ideas and concepts. • Manages change exceptionally well, exceeding implementation requirements and exceeding expectations on other objectives. • Coaches' others on strategies for evaluating change initiatives across the state. • Helps others define and track success. • Formulates and conveys the unit's vision. • Achieves individual and team excellence by empowering employees.

Value	Definition
3. Communication	Respectfully listens to others to gain a full understanding of issues; comprehends written material; presents information in a clear and concise manner orally and in writing to ensure others understand their ideas; appropriately adapts their message, style, and tone to accommodate a variety of audiences.

DNM	ME	EE
• Talks over others. • Seems unwilling to listen to others. • Is "stubborn" in holding on to their own perspective without considering other people's views and insights. • Takes inappropriate action because they misunderstand oral and/or written information and directions. • Develops oral and/or written communications that are confusing, are void of any important or new information, and/or misrepresent the facts. • Tends to use a similar communication style regardless of the audience and/or the situation (e.g., senior leader, peer coworker, internal and/or external stakeholder). • Does not share or provide information which will help others to get their job done. • Shares incomplete or inaccurate information. • Does not check to see if others understand their message. • Does not seek clarification when they do not understand others.	• Actively listens to coworkers and customers to better understand them. • Comprehends oral and written information and directions and takes appropriate action or seeks clarification when information or directions are unclear. • Communicates intentions, ideas, and thoughts openly, directly, and clearly. • Consistently delivers accurate, clear, and concise messages orally and/or in writing to effectively inform an audience. • Actively asks questions and summarizes what the speaker is trying to say to confirm understanding and avoid miscommunications. • Adapts to the needs of most audiences to ensure their message is understood. • Regularly shares relevant information with others in a timely and efficient manner. • Communicates (oral and written) in a clear manner. • Responds to communication in an effective and timely manner. • Maintains communication to ensure job is completed successfully.	• Presents an open and accepting demeanor that allows even the most reluctant person to express their views. • Assists others in comprehending oral and written information and directions so they can take appropriate action. • Encourages an open exchange of ideas and different points of view. • Fosters or contributes to a safe environment where difficult issues can be discussed honestly. • Delivers accurate, clear, and concise messages that inform and frequently persuade audiences to act. • Demonstrates a keen ability to recognize when others are having difficulty understanding their messages and adapts style appropriately (e.g., provides examples). • Adapts language to the needs of diverse audiences and/or complex situations. • Displays excellent communication skills by actively listening and appropriately responding. • Serves as a resource for highly effective communication skills (oral and written).

Value	Definition
4. Competence & Expertise	Understands and applies specific technical and/or 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.

DNM	ME	EE
• Does not maintain technical skills and relevant professional licensure and/or certifications, nor do they 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 and/or professional knowledge and skills to work assignments and when solving problems. • Does not willingly share work-related knowledge and skills with coworkers.	• Maintains technical skills and relevant professional licensure and/or 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 technical and/or professional 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.	• Holds relevant professional licensure and/or certification and engages in applicable professional development activities to such an extent that they are recognized by coworkers as an expert in their field of expertise. • Initiate 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 and/or professionally sound operational requirements when appropriate. • Facilitates and encourages internal staff development and maintenance of technical and/or professional knowledge and skills to meet organizational demands and challenges. • Monitors and evaluates the application of technical and/or professional knowledge and skills in the workplace. • Develops skills needed to align organizational processes, systems, and resources to the goals of continuing technical and/or professional education for employees in a particular field, within and/or across work units, or across the organization.

Value	Definition	
5. Continuous Improvement & Development	Views workplace challenges as opportunities for improvement, development, and personal growth. Demonstrates a commitment to continuous improvement and professional development. Improves work processes through innovation and creativity. Demonstrates flexibility in response to new or improved work processes. Proactively seeks opportunities to learn new capabilities, skills, and knowledge. Acquires the skills needed to continually enhance their contribution to the state and to their profession. Understands and applies technical and/or professional concepts that are important to the agency's business environment. Promotes the development and use of better solutions.	

DNM	ME	EE
- Resists challenges and is unreceptive to opportunities for continuous improvement and development. - Does not cooperate or participate in initiatives to improve work processes. - Becomes defensive when feedback is provided by coworkers and/or customers. - Does not use feedback to improve performance. - Does not recognize their own strengths and development needs. - Does not seek ways to make process improvements. - Does not maintain ties with other professionals in their field. - Does not keep up with trends in their field of expertise. - Allows professional knowledge to become outdated or obsolete. - Does not recognize or apply industry and government trends. - Complies with the steps in the state's performance management process but is not committed to making the process work for themselves (e.g., linking performance to learning and development).	- Accepts personal responsibility to resolve complex problems. - Considers issues from multiple perspectives such as customers/consumers and other stakeholders. - Is receptive to opportunities for continuous improvement and professional development. - Improves work processes through innovation and creativity. - Demonstrates flexibility in response to new or improved work processes. - Seeks opportunities to learn new capabilities, skills, and knowledge. - Listens to developmental feedback from coworkers and/or customers. - Is receptive when feedback is provided by coworkers and/or customers. - Recognizes their own strengths and development needs. - Seeks ways to address development needs. - Maintains ties with other professionals in their field. - Keeps up with trends in their field of expertise. - Acquires the skills needed to continually enhance their contribution to the state and to their profession. - Proactively supports the growth and development of self and others. - Promotes learning instead of blame when things go wrong. - Communicates confidence in one's own and others' abilities to be successful, especially at challenging new tasks. - Understands and applies technical and/or professional concepts that are important to the agency's business environment. - Participates in and is committed to the state's performance management process. - Completes required and recommended training.	- Recognizes and develops strengths in others; inspires stakeholders to be successful. - Synthesizes input and leverages existing resources and capabilities to maximize solution creation. - Through positive communication and behaviors, encourages others to be receptive to opportunities for continuous improvement and professional development. - Continuously demonstrates initiative by implementing ideas that improve individual and work unit processes. - Continuously looks for creative and better ways of doing things throughout the organization. - Seeks out and engages in continuous learning and growth opportunities that develop self and expand the organization's collective knowledge. - Proactively requests developmental feedback from coworkers and customers and uses it to enhance personal and team performance. - Provides coaching to others to help them leverage their strengths and effectively develop in areas where improvement is needed. - Participates in professional associations to ensure they are actively learning new best practices from others in their field of expertise. - Shares new knowledge regarding professional standards with others to ensure they can contribute new ideas to the state. - Anticipates customer needs. - Stays informed about changes in the external environment and anticipates how they will impact their department and/or agency. - Helps others enhance their experience with the state's performance management process by mentoring and coaching them through the process.

Value	Definition
6. Customer Service	Consistently demonstrates a strong commitment to providing services to external and internal customers. Establishes and manages long lasting relationships with stakeholders. Proactively identifies customer needs and requirements with relevant insight into consumer success, 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. Addresses immediate business problems with valued solutions.

DNM	ME	EE
- Does not build strong working relationships with service consumers. - Does not consistently follow through on customer commitments. - Does not incorporate learning from past mistakes to solve same or similar customer problems. - Does not provide adequate support to customers which results in lower levels of customer satisfaction. - Reacts inappropriately when faced with dissatisfied customers. - Is difficult to reach; takes an unreasonably long time to respond to customer requests and issues. - Ignores customer requests or is disrespectful in responding to customer needs. - Does not demonstrate a fundamental understanding of customer needs in their daily work. - Tries to meet customer needs but has difficulty identifying resources that could meet the needs of each unique customer.	- Puts consistent time and effort into building working relationships with service consumers. - Follows through on customer commitments. - Recognizes when work processes and/or outcomes are negatively affecting the customer; takes responsibility for the issue and takes appropriate steps to eliminate problems. - Builds relationships with customers through attention to detail and customer satisfaction. - Addresses dissatisfied customers by remaining calm and professional; follows through with an acceptable resolution. - Responds promptly to customer requests; is easy to reach during their assigned work schedule; willingly works with customers to meet their needs. - Seeks out customer input to better understand their needs; applies resources accordingly to meet customer needs in a timely manner. - Provides timely acknowledgment to inquiries and assignments including a timeframe to follow up with response or resolution. - Demonstrates a solid understanding of customer needs by consistently meeting their expectations. - Meets customer needs by demonstrating knowledge of the services and information provided by the agency and state.	- Builds trust with service consumers by demonstrating a strong commitment to growing and maintaining working relationships. - Takes extraordinary action to meet customer needs when required despite time pressures or obstacles. - Recognizes when 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 and/or 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. - Demonstrates an interest in being available to the customer by being flexible with their time to provide services and information; identifies ways to make services easier for customers to access. - Regularly updates understanding of customer needs and quickly adapts solutions, as needed, to changing customer demands. - Anticipates customer needs and responds before the situation requires action. - Consistently exceeds 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 contact the appropriate agency and/or department.

Value	Definition
7. Diversity, Equity, & Inclusion (DEI)	Demonstrates an open-minded approach to understanding people, regardless of their sex, age, race, color, national origin, religion, ethnicity, disability status, sexual orientation, gender identity or expression, pregnancy, or other characteristics; treats people fairly with dignity and respect; effectively builds an inclusive and equitable work environment, composed of people from diverse backgrounds and with diverse perspectives, where everyone has access to the same opportunities, feels welcomed and valued, and is allowed to grow using their skills, abilities, and knowledge to succeed.

DNM	ME	EE
• Does not demonstrate awareness of cultural differences; sometimes may use stereotypes to develop an understanding of others. • Does not participate in required DEI learning initiatives and/or learning opportunities that support and promote a diverse, equitable, and inclusive work culture. • Occasionally treats people differently depending on culture, gender, race, socioeconomic, or other factor(s). • Works adequately with people who are like them but has difficulty working with people who have different backgrounds and perspectives. • 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 personalities, experiences, and work styles. • Makes comments and actions that reflect stereotypical views of people who are different from themselves.	• Recognizes cultural differences among people and effectively works to bridge cultural gaps. • Treats people with dignity and respect, regardless of cultural or socioeconomic background. • Effectively works with people of diverse experiences, styles, backgrounds, and perspectives to get results. • Does not give preferential treatment to a group based on a common characteristic of the group. • Avoids making statements that may offend or hurt others from different cultural or socioeconomic backgrounds. • Considers and respects different opinions, personalities, experiences, and work styles. • Respectfully addresses comments and actions of others that reflect stereotypical views of people who are different from oneself.	• Develops strategies for overcoming even the most challenging cultural differences to achieve common goals. • Actively seeks to include people in a meaningful way to encourage a sense of belonging and to be their authentic selves. • Thrives within the context of diverse teams; capitalizes on diversity to find creative solutions. • Consistently communicates even the most difficult messages in a sensitive and supportive manner, without compromising on the meaning of the message. • Helps promote the importance of considering and valuing different personalities, experiences, and work styles. • Proactively works to eliminate intolerant attitudes that are barriers to team productivity.

Value	Definition
8. Ethics & Integrity	Maintains social, ethical, and organizational norms. Earns the trust of others through firm adherence 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. Maintains trust through accountability, transparency, and unbiased decisions.

DNM	ME	EE
• Exhibits dishonest behavior and is unclear in communications and actions. • Does not honor work commitments. • Does not accept responsibility or provide solutions when issues arise. • 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 maintain confidentiality. • Misrepresents self or uses position or authority for personal or professional gain.	• Is consistently honest and transparent in communications and actions. • Accepts responsibility and provides prompt solutions when issues arise. • Takes pride in one's work. • Shows concern for quality. • Makes decisions or choices with others in mind. • Honors work commitments. • Refrains from participating in gossip or spreading of rumors. • Chooses ethical courses of action. • Avoids situations and actions considered inappropriate or which present a conflict of interest. • Provides acceptable and truthful explanations when decisions are questioned. • Maintains confidentiality of organizational data and personal information and exhibits discretion for disclosing sensitive information appropriately. • Does not misrepresent self or use position or authority for personal or professional gain.	• Displays honesty and transparent communications that set the standard for ethics and integrity. • Decisions and actions inspire others to act with honesty and transparency. • Consistently ensures personal and organizational integrity. • Takes extraordinary steps to ensure personal and organizational integrity are maintained beyond what is asked. • Has an impeccable track record of ethical conduct and decision-making even in the face of pressure. • Consistently puts others before oneself. • Consistently 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.

Value	Definition
9. Initiative	Proactively identifies ways to contribute to organizational goals and mission. Achieves results without needing reminders from others. Identifies and takes action to address problems and opportunities.

DNM	ME	EE
- Occasionally needs reminders to complete work assignments. - Does not follow up with their supervisor for guidance or direction when needed to proceed with assigned task. - Demonstrates a lack of confidence and inability to deal with challenges and obstacles. - Often relies on assistance to work through issues. - Tends to unnecessarily involve others in their work or not involve others when it is appropriate. - Identifies tasks that they can perform but does not create meaningful results through their expanded efforts. - Proceeds on initiatives even when they are told they are ineffective, or when directed not to by management.	- Completes assignments without needing reminders. - Proactively seeks out information. - Sometimes needs to follow up with their supervisors for guidance or direction. - Demonstrates resilience against challenges and obstacles. - Successfully completes most tasks independently but asks for additional support, as appropriate, when faced with unfamiliar tasks or situations. - Focuses on achieving results, rather than on activities that might not add value. - Recognizes and takes appropriate action to effectively address problems and opportunities.	- Takes the initiative to complete assignments early. - Consistently exceeds expectations regarding the timing of deliverables. - Successfully completes tasks with minimal guidance from their supervisor. - Rarely needs assistance from others. - Generates commitment and engagement from others to set and achieve challenging goals. - Demonstrates the ability to complete even unfamiliar tasks independently by applying previous knowledge. - Coaches' others on how to focus their energy on achieving results without creating more work than necessary. - Provides advice and direction to others on how to recognize and take appropriate action to effectively address problems and opportunities.

Value	Definition
10. Innovation & Creativity	Applies creative problem-solving skills to their work to develop solutions to problems; recognizes and demonstrates the value in taking calculated risks and learning from mistakes; develops multiple alternatives and understands the feasibility of each; effectively shares and implements their ideas. Continually seeks imaginative, innovative, and efficient solutions to business problems, both old and new. Recognizes and appreciates the diversity of thoughts and ideas.

DNM	ME	EE
- Shows rigidity in their approach to work. - Does not take calculated risks. - Accepts the status quo and adheres only to conventional methods of working. - Does not generate and implement new and creative approaches. - Resists change and often openly discusses their unwillingness to adopt new practices, even in the face of compelling evidence for a new course of action. - Does not recognize and appreciate the diversity of thoughts and ideas.	- Takes calculated risks, by trying new and different ways to complete tasks. - Challenges the status quo by continuously reviewing personal work processes and evaluating traditional or established processes to make improvements. - Effectively applies existing practices or processes to new work situations to benefit the agency, the state, and its stakeholders. - Takes appropriate action to address inefficiencies in work processes and establish improved ways of completing tasks. - Recognizes and appreciates the diversity of thoughts and ideas.	- Encourages others to take calculated risks; breaks down barriers to promote new and creative ways to meet goals. - Consistently challenges the status quo to ensure areas for improvement are identified and addressed. - Inspires others to develop and implement new ideas and ways to approach work that benefit the agency, the state, and its stakeholders. - Champions innovative approaches within the department or across the agency by acting as a subject matter expert.

Value	Definition
11. Leading People	Effectively manages and guides team efforts. Tracks team progress, adequately anticipates roadblocks, and changes course as needed to achieve team goals. Provides appropriate feedback concerning team and individual performance, including areas for improvement.

DNM	ME	EE
- Does not involve their team in defining goals and planning the ways to achieve team success. - Sets goals for the team but does not adequately communicate those goals to get everyone "on board." - Does not monitor team goal progress. - Does not provide accurate updates to other stakeholders (e.g., customers, peers, supervisor) when asked. - Inconsistently provides feedback to team members. - Avoids presenting feedback that should be shared but will not be well- received. - Provides unbalanced feedback to team members; may present messages that are overly harsh or critical. - Anticipates only the most obvious potential problems and/or does not help team members overcome roadblocks as they occur.	- Involves team members in defining ways to achieve desired results. - Involves team members in defining expectations about how they will work together. - Sets and communicates clear goals for the team up front. - Monitors team performance continuously. - Provides "real time" project updates to stakeholders (e.g., customers, peers, supervisors) on a regular basis and/or when asked. - Provides meaningful feedback to team members to keep them on track toward common goals. - Provides feedback on strengths and development needs on a regular basis, appropriately balances positive and negative messages. - Uses experience to anticipate possible problems and coach team members on how to successfully navigate around them.	- Encourages a sense of shared responsibility in team settings that motivates individuals to do their best for each other and to exceed goals. - Identifies the most important priorities for the team and focuses attention effectively. - Provides direction to less experienced team leaders on how to monitor the team without interfering with progress. - Demonstrates an ability to identify underlying performance issues among team members and delivers highly insightful feedback. - Effectively gives constructive feedback even when the message is extremely difficult to deliver. - Helps team members develop their ability to anticipate problems by leveraging their past experiences so they can work more independently.

Value	Definition
12. Objectivity	Analyzes problems by evaluating available information and resources. Uses data and other objective sources of information to make decisions and develop solutions to problems. Develops effective, viable solutions to problems which can help drive the effectiveness of the department, agency, and /or state. Makes decisions in a timely manner.

DNM	ME	EE
- Spends a long-time reviewing information, which results in delays. - Does not proactively move forward to act on team and individual responsibilities. - Typically needs more direction or information than other team members to make decisions. - Tends to jump to conclusions or solutions without fully analyzing and understanding problems. - Typically follows the judgments of others without independent thought and analysis. - Inconsistently predicts consequences, implications, and feasibility of alternative solutions for problems. - Shows inflexibility when facing obstacles; "gets stuck" in frustration and is not open to new ideas or ways to solve problems. - Does not recognize or resolve routine problems. - Does not identify appropriate alternatives to solving problems.	- Analyzes problems effectively and makes appropriate decisions without missing deadlines or causing delays. - Can cope with uncertainty and an incomplete set of facts to develop feasible and effective solutions. - Uses established standards and/or methods to solve common problems. - Responds to recurring problems by investigating the underlying causes and takes steps to eliminate them. - Independently analyzes issues and problems and expresses their opinion to others. - Accurately predicts the outcome of a variety of alternatives to problems. - Tries different approaches when initial efforts to solve problems fail; anticipates possible problems and develops alternatives to solving problems. - Consistently recognizes and recommends possible solutions for routine problems.	- Demonstrates an ability to make effective decisions within a limited time. - Develops highly creative and effective solutions, despite the absence of information and short timeframes. - Focuses on continuous improvement by exploring opportunities for enhancing, revising, or modifying existing standards and/or methods and developing proposals for implementing changes. - Is persistent in their analysis of issues and problems to find solutions that best serve the state. - Accurately predicts the outcomes of alternatives to solving problems. - Appropriately addresses the interrelationships between issues. - Teaches others how to anticipate possible problems and develop contingency plans to avoid or go around them. - Anticipates potential problems and proactively minimizes impact. - Effectively makes decisions and accepts responsibility for the consequences of the decisions. - Is widely recognized as a resource for complex problem solving.

Value	Definition
13. Organizational Effectiveness & Efficiency	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.

DNM	ME	EE
• Develops unclear, inefficient, or ineffective project plans. • Fails to follow through on project plans. • Fails to coordinate employee 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 without effectively implementing 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.	• Develops understandable, efficient, and effective project plans and follows through on them from planning, implementing, monitoring, and evaluating to reporting, adjusting project plans, as warranted. • Coordinates employee 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.	• Builds agency capacity to plan, prioritize, organize, and align resources to meet current and future needs. • Seeks and responds to 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 effective and innovative employee reward and recognition programs.

Value	Definition
14. Professionalism	Exhibits courteous, conscientious, and businesslike manner in work-related activities and when communicating with others in the workplace. Is knowledgeable about aspects of one's job. Acts for the public good without regard to convenience or self- interest. Is considered by others to be trustworthy and dependable in carrying out one's job responsibilities. Is respectful and cooperative when interacting with others in the workplace. Upholds behavioral and ethical standards relevant to one's job and/or profession. Honors commitments.

DNM	ME	EE
- Is rude or impolite. - Cannot be counted on to complete job responsibilities in a timely and effective manner. - Participates in workplace gossip or other inappropriate conversations. - Does not take personal responsibility when deadlines are missed and/or mistakes are made. - Uses inappropriate or offensive language in the workplace. - Handles personal interests or matters during work hours. - Does not maintain composure or engages in inappropriate communication when dealing with frustrated individuals or difficult situations. - Does not respect others' time, beliefs, and/or perspectives. - Discloses sensitive information or breaches confidentiality. - Violates behavioral or ethical standards for one's job and/or profession. - Does not honor commitments.	- Is courteous and polite. - Can be counted on to complete one's job responsibilities in a timely and effective manner. - Does not participate in workplace gossip or other inappropriate conversations. - Takes personal responsibility when deadlines are missed, or mistakes are made. - Does not use inappropriate or offensive language in the workplace. - Does not handle personal interests or matters during work hours. - Maintains composure and uses appropriate communication when dealing with frustrated individuals or difficult situations. - Demonstrates respect for others' time, beliefs, and perspectives. - Holds sensitive or confidential information in confidence. - Adheres to behavioral and ethical standards for one's job and/or profession. - Follows through on promises and commitments.	- Exemplifies courteous and professional behavior for other coworkers. - Is considered by coworkers to be a consummate professional and to exhibit exceptional professional behavior, even in the most difficult or frustrating situations. - Appropriately identifies & addresses unprofessional or inappropriate behavior displayed by others in the workplace. - Coaches' coworkers on how to effectively handle difficult individuals and situations in the workplace. - Is considered by others to be a resource on how to effectively navigate ethical dilemmas or situations.

Value	Definition
15. Project Management	Effectively manages one or more projects. Focuses attention and effort on critical priorities. Effectively creates and executes against project timelines based on priorities, resource availability, and other project requirements (i.e., budget). Effectively plans, prioritizes, organizes, and aligns human, financial, material and information resources to meet organizational goals. Effectively evaluates planned approaches, determines feasibility, and adjusts when needed. Efficiently deploys or allocates the organization's resources when, where, and how they are needed.

DNM	ME	EE
- Gets distracted by less important issues. - Does not adequately focus on the most critical priorities. - May anticipate resource requirements for projects of minimal complexity but tends to over- or underestimate resource requirements for more complex projects. - Does not take adequate time or consideration prior to the execution of a project to plan an approach. - Inconsistently communicates information to team members regarding project milestones, resource requirements, timelines, and measures of success. - Does not establish intermediate goals throughout the project (milestones). - Does not adequately track progress toward the project goal. - Does not recognize and/or act when a project plan needs to be revised. - Provides ongoing project updates infrequently and less effectively than peers.	- Consistently focuses on critical priorities and manages those projects to achieve expected results. - Accurately anticipates resource requirements (i.e., time, budget, and personnel) on projects of moderately complex scope. - Spends time up front planning an approach and develops reasoned and feasible work plans that account for available resources. - Establishes and builds agreement among project team members for project milestones, resource requirements, timelines, and measures of success. - Establishes key milestones, adequately monitors progress toward milestones, and takes action to ensure timelines are met or exceeded. - Modifies project work plans, as appropriate, and communicates those changes to the team to ensure the project does not go off track. - Provides ongoing project updates regarding progress to keep others informed of status and outstanding issues.	- Provides direction to team members on how to successfully manage multiple priorities. - Accurately anticipates resource requirements, even when faced with the most complex projects. - Demonstrates exceptional planning skills and helps others in project planning to ensure they can develop feasible work plans. - Energizes and creates commitment among team members regarding project milestones, resource requirements, timelines, and measures of success. - Consistently drives the project team toward exceeding expectations on the completion of project, timeliness, milestones and ultimately the overarching project timeline. - Develops contingency plans during the planning phase of a project by anticipating the most likely risks to project implementation. - Implements contingency plans quickly and seamlessly when the need arises. - Provides and teaches others how to provide effective, ongoing project updates.

Value	Definition	
16. Quality	Consistently delivers high-quality products, services, processes, programs, and projects. Regularly and proactively seeks ways to improve outcomes and results. Produces work that is accurate, efficient, and timely.	

DNM	ME	EE
• Takes little or no responsibility for quality of products, services, processes, programs, or projects. • Rarely seeks input from others to improve the quality of deliverables. • Does not consistently use established systems and processes to organize and efficiently keep track of information, data, time, and resources. • Produces work that is unacceptable, inaccurate, or incomplete. • Produces work that requires constant attention or revision by others. • Does not take initiative and responsibility for one's own work product(s) or service(s). • Does not meet deadlines, milestones, or commitments when delivering a product, program, or service. • Completes tasks late or with poor quality due to poor planning or prioritization.	• Accepts responsibility for quality of products, services, processes, programs, or projects. • Takes pride in one's work. Delivers products or services that are accurate and complete. • Consistently completes jobs and products in a timely manner. • Shows concern for quality, accuracy, and completeness of work activities. • Notices opportunities to improve quality and takes action to do so. • Uses established systems to organize and efficiently keep track of information, data, time, and resources. • Proactively anticipates the needs of others. • Asks for assistance to produce quality products when faced with challenges. • Translates ideas into specific tasks and/or actions to improve business operations.	• Produces quality work that rarely requires attention from others. • Routinely takes initiative while delivering quality assignments. • Takes a problem-solving approach when faced with challenging or difficult situations. • Provides constructive, value-added recommendations to improve established systems. • Personally seeks to add value in work assignments. • Identifies and implements new processes and initiatives that help the customer or department accomplish their goals. • Frequently uses fewer than expected resources. • Saves costs and improves efficiencies. • Delivers high-quality work on time.

Value	Definition
17. Respect	Attends to, interacts with, or communicates with others in a manner that demonstrates esteem and recognizes the value of their thoughts, opinions, and ideas.

DNM	ME	EE
- Does not treat coworkers and customers with dignity and respect. - Insults, name-calls, or belittles others. - Patronizes or looks down on others' opinions and ideas. - Is uncooperative in working with people. - Shows little or no sensitivity to individual differences.	- Treats coworkers and customers with dignity and respect. - Is open and responsive to the diverse experiences and backgrounds of other people. - Respects and appreciates individual and cultural differences. - Provides equal opportunities for others to participate.	- Models and encourages others to give positive feedback to coworkers. - Actively promotes understanding of individual and cultural differences throughout the organization. - Consistently cultivates and instills respect for people. - Creates and implements policies and processes consistently throughout the organization, ensuring equal treatment of and opportunities for others.

Value	Definition
18. Results Oriented	Consistently delivers required outcomes. Sets and achieves attainable, yet challenging, goals. Consistently complies with the cost, quality, quantity, and/or time expectations for their work. Meets deadlines. Maintains their focus on the achievement of job-specific, department, agency, and/or state goals.

DNM	ME	EE
- Sets goals that are either too easy or too difficult to achieve. - Focuses time, energy, and other resources on activities that are not aligned with job-specific, department, agency, and/or state goals. - Becomes sidetracked by less important matters when obstacles present themselves. - Completes tasks late or with poor quality due to lack of planning or balancing of commitments. - Tends to secure and/or use more resources than are needed to complete a task, which sometimes results in costs that exceed budget. - Tends to lose energy or interest before difficult problems are solved and/or tasks are completed.	- Establishes and achieves challenging, yet attainable, goals. - Aligns their efforts to higher level organizational goals. - Works around typical problems and obstacles to achieve goals and get results. - Manages their time well to complete allocated tasks on time and to a high degree of quality. - Uses resources as expected, resulting in quality work that stays within established budgets. - Takes responsibility and stays focused on problems until an effective solution can be found.	- Prioritizes goals and allocates time and resources accordingly to achieve those goals when faced with competing priorities. - Recognizes when others have set goals that are misaligned with the department's, agency's, and/or state's objectives and provides guidance to team members to better meet the needs of the team and its customers. - Navigates quickly and effectively to resolve problems and obstacles, even when complex and unique circumstances occur. - Manages their time exceptionally well and frequently completes tasks early and with higher-than- expected quality. - Frequently maximizes use of resources while still delivering high-quality work on time, resulting in cost savings or improved efficiencies. - Takes responsibility for more complex problems and maintains focus until a viable solution can be found.

Value	Definition
19. 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 improves systems to address future risk. Complies with state and agency safety requirements for the position, including training, medical clearance, use of personal protective equipment, injuries/illness reporting requirements, and medical treatment for work-related injuries/illness.

DNM	ME	EE
• Does not take responsibility for identifying, reporting, or correcting hazards or addressing unsafe behaviors. • Does not complete required safety and health training. • Does not demonstrate basic knowledge of policies and procedures and appropriate regulations. • Does not participate in improvements to reduce risk and injury. • Is not proactive as a coworker to correct or prevent unsafe behaviors by others. • Does not comply with state and agency safety requirements. • Does not report injuries/illness in a timely manner. • Does not comply with medical treatment referral for work-related injuries/illness.	• Reduces risks and hazards for self and assigned employees. • Successfully completes safety and health training appropriate for their position. • Demonstrates knowledge of the policies, procedures, and regulations that apply to their 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. • Works with others to resolve unsafe situations in their workplace. • Complies with state and agency safety requirements for the position. • Reports injuries/illness in a timely manner. • Complies with medical treatment referral for work-related injuries/illness.	• Displays leadership 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 safety, 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. • Promotes growth and development of a safety culture through identifying and responding to safety hazards and implementing solutions. • Fosters a safety- oriented culture in which other employees are motivated to adhere to safety requirements and work-related injury/illness policies.

Value	Definition
20. Talent Management	Clearly establishes and communicates goals and accountabilities. Monitors and evaluates employee performance. Provides timely and effective feedback and coaching. Identifies development needs and helps employees address them. Helps employees achieve optimal performance and gain valuable skills that will translate into strong performance in future roles.

DNM	ME	EE
• May establish departmental or individual goals but does not establish or communicate individual responsibilities for reaching those goals. • Does not consistently provide employees with the resources they need to accomplish their goals. • Does not monitor the "right" performance results on a regular basis. • Does not address under- performers. • Does not take responsibility for coaching and developing others. • Leaves the responsibilities for identifying development opportunities (i.e., training, mentor relationships, etc.) to employees without taking an active role. • Does not recognize positive contributions made by employees. • Hires individuals who have the skills to meet the demands of the current position opening but ignores factors that will lead to future success.	• Establishes departmental and individual goals. • Clearly communicates departmental and individual goals and responsibilities. • Provides adequate resources for employees to accomplish their goals. • Removes barriers, as needed, to help accomplish team goals. • Monitors the "right" performance measures. • Gives frequent and candid performance feedback on how employees are doing their jobs. • Actively coaches' individuals and teams to strengthen their performance. • Takes responsibility for identifying individual employee development needs and finding ways to address them. • Notices and shows appreciation when employees achieve expected results and demonstrate expected behaviors. • Retains high performers through recognition of accomplishments and development and/or career opportunities. • Hires individuals who have the skills needed for the current position opening, as well as the qualities needed to be successful in future roles.	• Establishes departmental and individual goals. • Directs individuals to focus on the most vital departmental goals to maximize personal success within the department. • Monitors employee progress and proactively adjusts resource allocations. • Proactively removes barriers to help accomplish team goals. • Not only monitors the "right" performance measures and gives frequent and candid performance feedback, but also demonstrates courage by taking firm action for improvement of weak performers. • Inspires others to strengthen their coaching skills to drive organization objectives. • Identifies patterns in employee behavior that indicate development needs across the organization. • Identifies ways to systematically enhance the skills of state employees. • Celebrates expected results and behaviors through creative and spontaneous means. • Consistently selects individuals with the highest potential for long-term success within the state. • Has a keen ability to attract talented individuals.

Value	Definition
21. Teamwork & Collaboration	Cooperates with others to accomplish common goals. Articulates and enforces the norms of teamwork and creates commitments through the practice of collaboration. Works with interested parties and other employees to achieve shared goals. Treats others with dignity and respect. Maintains a friendly demeanor. Values the contributions of others. Communicates confidently and clearly using visual, written, and verbal methods. Understands, respects, and responds non-judgmentally to those different from them. Builds effective teamwork. Uses negotiation and persuasion to mobilize others to work toward a common goal.

DNM	ME	EE
- Tends to isolate oneself from others rather than working toward team goals. - Sometimes treats other team members with hostility or indifference. - May talk about commitment to teamwork but does not consistently demonstrate it in their actions. - Works well with some people but not others. - Waits for others to solve interpersonal and/or team conflicts and problems. - Inconsistently participates in state, agency, and department meetings, activities, and events. - Provides some team members with more or less feedback than others. - Does not recognize the needs of others. - Does not assist coworkers when needed. - Provokes unnecessary or destructive conflicts with other team members. - Ignores team goals.	- Articulates and exemplifies the norms of teamwork and works to collaboratively influence their team and stakeholders. - Consistently works with others to accomplish goals. - Treats team members in a respectful, courteous, and professional manner. - Supports the team despite different points of view or setbacks. - Considers the views of other people (and agencies and/or departments, if relevant) when analyzing a situation or developing a solution. - Consistently works well with a variety of different people. - Rarely encounters someone with whom they cannot effectively work. - Initiates communication to help solve interpersonal and/or team conflicts and problems. - Consistently attends and actively participates in state, agency, and department meetings, activities, and events when asked or required. - Provides balanced feedback to improve team collaboration and functioning on a continuous basis. - Effectively shares information and communicates with team members. - Develops positive and productive relationships with other team members. - Works collaboratively with other agencies and/or departments.	- Frequently uses opportunities to work with others as a teaching tool to share organizational knowledge and help others succeed. - Models and encourages exceptional teamwork, setting an example that others can emulate. - Builds loyalty among other team members and stakeholders across the state. - Promotes a shared purpose across state agencies. - Provides guidance to others as they work through conflicts and disagreements so they can build consensus and become better "team players." - Facilitates communication between people experiencing conflict. - Volunteers on committees where they are uniquely qualified to assist in achieving committee goals, but that are outside of their job responsibilities. - Provides valuable contributions in state initiatives and programs. - Proactively works with team members to improve team collaboration and functioning on a continuous basis. - Provides leadership in helping others achieve individual and team goals. - Champions teamwork consistently within employee's unit and throughout the organization.

Value	Definition
22. Transparency	Shares processes, information, and expectations readily and in a professional manner with coworkers, customers, and clients. Keeps proper records. Communicates intended outcomes and foreseeable risks. Is authentic, open, and honest in one's communication with others in the workplace.

DNM	ME	EE
• Withholds information that may benefit others in the workplace. • Does not properly document work processes or outcomes or misrepresents work processes and outcomes in their documentation. • Is not authentic; their actions do not match their stated intentions.	• Freely shares processes, information, and expectations readily and in a professional manner with coworkers, customers, and clients. • Properly and thoroughly documents work processes and outcomes. • Is authentic; their actions consistently match their stated intentions.	• Diligently and proficiently communicates intended work outcomes and foreseeable risks in achieving shared goals. • Documents work processes and outcomes so well that team members, coworkers, and job incumbents can easily understand project or program status and how to proceed. • Answers questions in a manner that precisely matches the target audience's needs. • Addresses concerns based not just on what they believe to be an issue, but also on what others might perceive to be an issue.