NCVIP VALUES LIBRARY FOR CYCLE 34
CYCLE 34 DATES: JULY 1, 2022 – JUNE 30, 2023
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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 & Inclusion
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 seven (7) 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

*This value was not in use in Cycle 31 (July 1, 2019 – June 30, 2020) and Cycle 32 (July 1, 2020 – June 30, 2021).

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 & Inclusion
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 his/her 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. 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 and state want 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 and state's goals and finds ways to get team members more involvedtoward accomplishing agency and state objectives. Takes his/her responsibilities seriously and consistently meets the public's expectations forquality, service, and professionalism. Consistently presents a calm, competent, andprofessional image to the public and other agency and 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 and 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 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. 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.

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. Actively promotes innovation and creativity. Encourages others to accept and resolve new challenges. Remains flexible to meet constantly changing and sometimes conflicting demands.

DNM	ME	EE
Maintains the status quo. Accepts current practices, even when he/she has 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. May communicate support for a change initiative but does not show enthusiasm, confidence, and belief in the change through one's 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. May successfully implement changes within his/her organization but does not adequately track the effects of the change. Is inflexible in adapting to changing needs and demands.	Continuously looks for ways to improve the efficiency or quality of work and/or services provided by the state. Takes 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 his/her ideas. Shows enthusiasm and confidence in new ideas. Generates support among coworkers for change initiatives. Is able to generate 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, making adjustments as needed to ensure change initiatives are sustainable. Adapts to changing needs and demands.	Persistently challenges the status quo to identify areas for improvement others may have overlooked. Takes well-supported risks, even when his/her position is unpopular. 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 his/her ideas; appropriately adapts his/her 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 his/her own perspective without considering other people's views and insights. Takes inappropriate action because he/she misunderstands oral and/or written information and directions. Conceals information or is less than forthcoming with information that could be useful to others. 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 his/her message. Fails to seek clarification when he/she does 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 feelings openly and directly. 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 his/her message is understood. Regularly shares relevant information with others in a timely and efficient manner. Communicates (oral and written) in an appropriate 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 his/her 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 take action. Demonstrates a keen ability to recognize when others are having difficulty understanding his/her messages and adapts style appropriately (e.g., provides examples). Adapts language to the needs of diverse audiences and/or complex situations. Displays superior communication skills by actively listening and appropriately responding to others in all situations. 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 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 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 he/she is recognized by coworkers as an expert in his/her 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	Demonstrates a commitment to continuous improvement and professional development. Improves work processes. 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 his/her contribution to the state and to his/her 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.

DNM	ME	EE
Does not cooperate or participate in initiatives to improve work processes. Takes advantage of learning and growth opportunities only when required or encouraged to take action. Ignores developmental feedback from coworkers and/or customers. Becomes defensive when feedback is provided by coworkers and/or customers. Does not use feedback to improve performance. Does not recognize his/her own strengths and development needs. Does not seek ways to address development needs. Does not maintain ties with other professionals in his/her field. Does not keep up with trends in his/her field of expertise. Allows professional knowledge to become outdated or obsolete. May recognize industry and government trends but fails to take action. Complies with the steps in the state's performance management process but is not committed to making the process work for him-/herself (e.g., linking performance to learning and development).	Demonstrates a commitment to continuous improvement and professional development. Improves work processes. Demonstrates flexibility in response to new or improved work processes. Proactively 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 his/her own strengths and development needs. Seeks way to address development needs. Maintains ties with other professionals in his/her field. Keeps up with trends in his/her field of expertise. Acquires the skills needed to continually enhance his/her contribution to the state and to his/her 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.	Continuously demonstrates initiative by implementing ideas that improve individual and work unit processes. Always 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 he/she is visible to others in his/her field of expertise. Shares new knowledge regarding professional standards with others to ensure they are able to contribute new ideas to the state. Anticipates customer needs. Stays informed about changes in the external environment and anticipates how they will impact his/her 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 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.		
DNM	**ME**	**EE**	
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 customer 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 and state.	Takes extraordinary action to meet customer needs when required. 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 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 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 make contact with the appropriate agency and/or department.	

Value	Definition		
7. Diversity & Inclusion	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/her skills, abilities, and knowledge to succeed.		

DNM	ME	EE
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.	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.	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 and 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.

Value	Definition	
8. 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.	

DNM	ME	EE
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 are 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.

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. Waits until his/her manager provides complete information before proceeding with assigned tasks. 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 his/her work or not involve others when it is appropriate. Identifies tasks that he/she can perform but does not create meaningful results through his/her expanded efforts. Proceeds on initiatives even when he/she is 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 his/her 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 his/her supervisor. Rarely needs assistance from others. Generates commitment and enthusiasm 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 his/her 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 his/her ideas. Continually seeks imaginative, innovative, and efficient solutions to business problems, both old and new.

DNM	ME	EE
Shows rigidity in his/her approach to work and avoids taking calculated risks. Accepts the status quo and adheres only to conventional methods of working. Fails to generate and implement new and creative approaches. Resists change and often openly discusses his/her unwillingness to adopt new practices, even in the face of compelling evidence for a new course of action.	Takes calculated risks, including trying new and different ways to get the job done. Challenges the status quo by continuously reviewing personal work processes and questioning traditional or established processes to make improvements. Effectively applies existing practices or processes to new work situations to benefit the agency and state and its customers. Takes appropriate action to address inefficiencies in work processes and establish improved ways of getting the job done.	Encourages others to take calculated risks; breaks down barriers to promote new and creative ways to meet goals. Relentlessly 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 and state and its customers. Champions innovative approaches within the department or across the agency by acting as an opinion leader whom others follow.

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 his/her 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 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 past 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 deliver 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 take action on team and personal responsibilities.	Analyzes problems effectively and makes appropriate decisions without missing deadlines or causing delays. Is able to cope with uncertainty and an incomplete set of facts to develop feasible and effective solutions.	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.
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.	Uses established standards and/or methods to solve common problems.	Focuses on continuous improvement by exploring opportunities for enhancing, revising, or modifying existing standards and/or methods and developing proposals for implementing changes.
Typically follows the judgments of others without independent thought and analysis.	Responds to recurring problems by investigating the underlying causes and taking steps to eliminate them. Independently analyzes issues and problems and expresses his/her opinion to others.	Is persistent in his/her analysis of issues and problems to find solutions that best serve the state. Accurately predicts the outcomes of alternatives to solving problems.
Inconsistently predicts consequences, implications, and feasibility of alternative solutions for problems.	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.	Appropriately addresses the interrelationships between issues. Teaches others how to anticipate possible problems and develop contingency plans to avoid or go around them.
Shows inflexibility when facing obstacles; "gets stuck" in frustration and is not open to new ideas or ways to solve problems.	Consistently recognizes and recommends possible solutions for routine problems.	Anticipates potential problems and proactively minimizes impact.
Often fails to recognize or resolve routine problems. Does not identify appropriate alternatives to solving problems.		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 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.	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 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 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.

Value	Definition		
14. Professionalism	Exhibits courteous, conscientious, and businesslike manner in all work-related activities and when communicating with others in the workplace. Is knowledgeable about all 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. Loses one's temper 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 makes adjustments 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. Fails to recognize and/or take action 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 other 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 are able to 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 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 products, services, processes, programs, or projects. Rarely seeks input from others to improve the quality of deliverables.	Accepts responsibility for products, services, processes, programs, or projects. Takes pride in one's work. Delivers products or services that are accurate and complete.	Always produces quality work that never requires attention from others. Routinely takes initiative while delivering quality assignments.
Infrequently uses established systems and processes to organize and efficiently keep track of information, data, time, and resources.	Consistently completes jobs and products in a timely matter. Shows concern for quality, accuracy, and completeness of work activities.	Takes a problem-solving approach when faced with challenging or difficult situations.
Produces work that is unacceptable, inaccurate, or incomplete.	Notices opportunities to improve quality and takes action to do so.	Provides constructive, value-added recommendations to improve established systems.
Produces work that requires constant attention or revision by others.	Uses established systems to organize and efficiently keep track of information, data, time, and resources.	Personally seeks to add value in every work assignment. Identifies and implements new processes and initiatives that help the customer or department accomplish their goals.
Does not take initiative and responsibility for one's own work product(s) or service(s).	Proactively anticipates the needs of others. Asks for assistance to produce quality products when faced with challenges.	Frequently uses fewer than expected resources. Saves costs and improves efficiencies.
Does not meet deadlines, milestones, or commitments when delivering a product, program, or service.	Translates ideas into specific tasks and/or actions to improve business operations.	Delivers high-quality work on time.
Completes tasks late or with poor quality due to poor planning or prioritization.		

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 all coworkers. Actively promotes understanding of individual and cultural differences throughout the organization. Consistently cultivates and instills respect for all 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 one's work. Meets deadlines. Maintains one's focus on the achievement of job-specific, department, agency, and/or state goals.	

DNM	ME	EE
Sets unrealistic 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. Occasionally 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 the efforts of him- /herself to higher level organizational goals. Works around typical problems and obstacles to achieve goals and get results. Manages own time well in order 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 own time exceptionally well and frequently completes tasks early and with higher-than-expected quality. Frequently uses fewer than expected 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 identified 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. Complies with all 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**	

DNM	ME	EE
Fails to take responsibility for identifying, reporting, or correcting hazards or addressing unsafe behaviors. 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. Fails to comply with all 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 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. Helps foster a safety- oriented culture in which other employees are motivated to adhere to safety requirements and work-related injury/illness policies. 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 all 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 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 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.

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.

Is slow to confront or 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 against 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.

Retains high performers through recognition of accomplishments and development and/or career opportunities.

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. Works with external constituents 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 him-/herself. 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 while working toward team goals.	Consistently works with others to accomplish goals.	Frequently uses opportunities to work with others as a teaching tool to share organizational knowledge and help others succeed.
Sometimes treats other team members with hostility or indifference.	Treats all team members in a respectful, courteous, and professional manner.	Actively seeks to eliminate "cliques" and include all team members in work processes.
May talk about commitment to teamwork but does not always demonstrate it in his/her actions.	Supports the team despite different points of view or setbacks.	Builds loyalty among other team members and stakeholders across the state.
Works well with some people but not others. Is not generally regarded as a "team player." Waits for others to solve interpersonal and/or team conflicts and problems.	Considers the views of other people (and agencies and/or departments, if relevant) when analyzing a situation or developing a solution.	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."
Inconsistently participates in state, agency, and department meetings, activities, and events.	Consistently works well with a variety of different people. Rarely encounters someone with whom he/she cannot effectively work.	Facilitates communication between people experiencing conflict.
Provides some team members with more or less feedback than others.	Regularly initiates communication to help solve interpersonal and/or team conflicts and problems.	Volunteers on committees where they are uniquely qualified to assist in achieving committee goals, but that are outside of their job responsibilities.
Does not recognize the needs of others.	Consistently attends and actively participates in state, agency, and department meetings, activities, and events when asked or required.	Exceeds the expectations of his/her job in participating in state initiatives and programs.
Does not offer assistance to coworkers when needed.	Provides balanced feedback to improve team collaboration and functioning on a continuous basis.	Proactively works with team members to improve team collaboration and functioning on a continuous basis.
Provokes unnecessary or destructive conflicts with other team members. Ignores team goals.	Effectively shares information and communicates with team members.	Provides leadership in helping others achieve individual and team goals.
	Develops positive and productive relationships with other team members.	Champions teamwork consistently within employee's unit and throughout the organization.
	Works collaboratively with other agencies and/or departments.	

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 one's documentation. Is inauthentic; one's actions do not match his/her 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; one's actions consistently match his/her 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 are able to 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 he/she believes to be an issue, but also on what others might perceive to be an issue.