Examples of Behaviors

Customer Service Orientation		
Does Not Meet Standards	**Meets Standards**	**Exceeds Standards**
• Does not understand the needs and goals of customers • Does not clearly communicate time frames or expectations to customers • Makes promises or agrees to do things, but does not follow through • Passes customer requests along to other workers or to the supervisor • Is discourteous or unprofessional toward the public or other state employees	• Develops a clear understanding of customer's needs and goals • Maintains clear communication with customers regarding expectations and time frames • Follows through and responds to customers' requests, questions and complaints in a timely manner • Follows up with customers after a problem has been resolved to inform them of any action taken • Takes personal responsibility for meeting commitments and correcting problems • Responds calmly under pressure	• Asks customers specific, probing questions in order to develop a full understanding of their needs and concerns • Works to build cooperative relationships with customers • Shows special concern in using as much time as necessary to help customers and solve issues at hand • Is flexible about breaks and lunch periods when helping a customer with a pressing problem • Tactfully defuses volatile situations and works patiently to resolve them
Notes:	Notes:	Notes:

Examples of Behaviors

Teamwork		
Does Not Meet Standards	**Meets Standards**	**Exceeds Standards**
• Gets in the way of meeting goals by disrupting the flow of work or productive work relationships • Does not consider the impact of own work on the work done by others • Does not cooperate and avoids working with other employees • Focuses more attention on individual goals than on goals of the agency or division • Does not share information with all appropriate people	• Offers to help and pitches in to get the job done • Works well with others when resolving common issues or problems • Does not hesitate to praise and give credit to co-workers when they have done a good job • Keeps others informed and up-to-date about tasks or projects • Gives support to others by providing detailed instructions • Works effectively with others to resolve common issues or problems • Listens to and seeks others' perspective on how to complete work assignments	• Gives specific and helpful feedback to others in order to improve the way things are done in the department or agency • Shares own work experiences and helpful information to help others learn more about the work being done in the department or agency • Includes others in projects with the attitude of bringing their unique knowledge and abilities into the job • Addresses conflicts in a timely and constructive manner in order to create a win-win situation for all involved parties
Notes:	Notes:	Notes:

Examples of Behaviors

Problem-Solving Initiative		
Does Not Meet Standards	**Meets Standards**	**Exceeds Standards**
• Repeatedly addresses symptoms of a problem instead of finding its causes • Is not sure when to ask for help and, as a result, causes more problems • Refuses to ask for help when needed or guesses at appropriate course of action • Depends on supervisors to handle all problem-solving • Avoids confronting obvious problems that exist and works as if nothing is wrong	• Solves problems in a timely way • Identifies the cause of problems and finds the necessary resources and information to solve the problems • Uses experience to recognize immediate problems and issues • Breaks problems down into lists of tasks, issues or activities • Sets priorities on tasks and activities that compete for attention • Recognizes when information is missing, incomplete or wrong • Understands and is able to discuss the logical sequence of events when solving problems or working on a project • Re-sets priorities based on changing needs or new requests	• Identifies obstacles and alternatives for action when addressing problems and creating solutions • Can be depended upon to find a solution for nearly any problem that crops up within own work area • Understands and expresses how parts of a problem affect other situations or issues, and vice versa • Pulls together information from different sources to identify the source of problems, consequences of alternative courses of action, potential obstacles and ways to avoid the problem in the future
Notes:	Notes:	Notes:

Examples of Behaviors

Leadership		
Does Not Meet Standards	**Meets Standards**	**Exceeds Standards**
• Does not set or discuss clear goals with others • Does not effectively lead or control meetings (i.e., does not have an agenda or ground rules) • Does not effectively allocate resources to help achieve agency or division objectives • Does not model behavior desired for employees; doesn't "practice what is preached"	• Sets priorities to align work with and in support of agency or division goals • Plans and leads meetings to ensure that issues are discussed and agendas are met • Provides others with timely and accurate feedback • Gains access to resources in a timely manner • Recommends changes in work methods to improve performance in the agency or division • Asks for others' opinions, ideas, and recommendations to involve others in improving the work situation	• Identifies and removes obstacles that may get in the way of good performance • Sets a good example for others by modeling desired behaviors • Makes changes in agency department processes to improve effectiveness and enhance performance • Thinks through and prepares for how others will react to information or changes
Notes:	Notes:	Notes:

Examples of Behaviors

Observing Work Hours/Using Leave	
Does Not Meet Standards	**Meets Standards**
• Is habitually late for work • Does not observe limitations on lunch and break periods • Is often absent from work station • Chronically uses work time for personal conversations or personal business • Assumes sick leave is approved without giving proper notification according to agency policy • Doesn't consider work flow issues when requesting annual leave or taking breaks	• Arrives at work on time • Is punctual with lunch hour and break periods • Makes productive use of work time, focusing on assigned duties and tasks • Ensures that work does not suffer if personal business interrupts the work day • In use of sick leave, notifies supervisor in a timely manner in accordance with agency policy • Takes into account work flow issues when requesting annual leave or taking breaks
Notes:	Notes: