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<b>Revised By:</b>	Daniel Hanntula	<b>Review Cycle/Date:</b>	Annually
<b>Reviewed By:</b>	Strategic Goal 10 Team & Matt Singleton	<b>Reviewing Unit:</b>	Strategic Goal 10 Team & Senior Management
<b>Title:</b>	Behavior Ratings for the Performance Management Process SOP		
<b>Description:</b>	This document is the standard for the Behavior Section of the annual Performance Management Process for ISD employees.		

## Behavior Ratings for the Performance Management Process

### Standard Operating Procedure

1. General Statement of Purpose
  - 1.1. The purpose of this standard is to define the measurements to be used for all ISD staff on their annual PMP for the Behaviors Section of the Performance Management Process review.
2. Scope
  - 2.1. This standard applies to all ISD staff. Supervisors and Managers will use this standard when evaluating staff in the Behaviors Section of the PMP.
3. Discipline
  - 3.1. Administrative Management
4. Terms and Definitions
  - 4.1. Performance Management Process (PMP) – performance review for ISD employees.
5. Discussion
  - 5.1. Teamwork
    - 5.1.1. Exceeds Standards
      - 5.1.1.1. Gives specific and helpful feedback to others in order to improve the way things are done in department, agency and other agencies.
      - 5.1.1.2. Shares own work experiences and helpful information to help others learn more about the work being done in the department or agency.
      - 5.1.1.3. Includes others in projects with an attitude of bringing their unique knowledge and abilities into the job.
      - 5.1.1.4. Addresses conflicts in a timely and constructive manner in order to create a win-win situation for all involved parties.
    - 5.1.2. Meets Standards
      - 5.1.2.1. Offers to help and pitches in to get the job done.
      - 5.1.2.2. Offers praise and gives credit to co-workers when they have done a good job.
      - 5.1.2.3. Keeps others informed and up-to-date about tasks or projects.
      - 5.1.2.4. Gives support to others by providing detailed instructions.
      - 5.1.2.5. Works effectively with others to resolve common issues or problems.

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- 5.1.2.6. Listens to and seeks others' perspective on how to complete work assignments.
- 5.1.3. Does Not Meet Standards
  - 5.1.3.1. Gets in the way of objectives by disrupting the flow of work or productive work relationships.
  - 5.1.3.2. Does not consider the impact of own work on the work done by others.
  - 5.1.3.3. Does not cooperate and avoids working with others.
  - 5.1.3.4. Focuses more attention on individual goals than on goals of others.
  - 5.1.3.5. Does not share information with appropriate people.
- 5.2. Problem-Solving Initiative
  - 5.2.1. Exceeds Standards
    - 5.2.1.1. Designs/develops new ways to improve the effectiveness and/or efficiency of resources.
    - 5.2.1.2. Identifies obstacles and alternatives for action when addressing problems.
    - 5.2.1.3. Can be depended upon to find a solution for nearly any problem that crops up within own work area.
    - 5.2.1.4. Understands and expresses how parts of a problem affect other situations or issues and vice versa.
    - 5.2.1.5. Pulls together information from different sources to identify the source of problems, the consequences of alternative courses of action, potential obstacles and ways to avoid the problem in the future.
  - 5.2.2. Meets Standards
    - 5.2.2.1. Utilizes resources in an economical and productive manner.
    - 5.2.2.2. Solves problems in a timely manner.
    - 5.2.2.3. Identifies the cause of problems and finds the necessary resources and information to solve the problems.
    - 5.2.2.4. Uses experience to recognize immediate problems and issues.
    - 5.2.2.5. Breaks problems down into lists of tasks, issues or activities.
    - 5.2.2.6. Sets priorities on tasks and activities that compete for attention.
    - 5.2.2.7. Recognizes when information is missing, incomplete or wrong.
    - 5.2.2.8. Understands and is able to discuss the logical sequence of events when solving problems or working on a project.
    - 5.2.2.9. Resets priorities based on changing needs or new requests.

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5.2.3. Does Not Meet Standards

- 5.2.3.1. Utilizes resources in an uneconomical or unproductive manner.
- 5.2.3.2. Repeatedly addresses symptoms of a problem instead of finding its cause.
- 5.2.3.3. Is not sure when to ask for help and, as a result, causes more problems.
- 5.2.3.4. Refuses to ask for help when needed or guesses at appropriate course of action.
- 5.2.3.5. Depends on supervisors to handle all problem-solving.
- 5.2.3.6. Avoids confronting obvious problems that exist and works as if nothing is wrong.

5.3. Customer Service Orientation

5.3.1. Exceeds Standards

- 5.3.1.1. Designs/develops new ways to solve business problems or needs.
- 5.3.1.2. Asks customers specific problem questions in order to develop a full understanding of their needs and concerns.
- 5.3.1.3. Works to build cooperative relationships with customers.
- 5.3.1.4. Shows special concern in using as much time as necessary to help customers and solve issues at hand.
- 5.3.1.5. Is flexible about breaks and lunch periods when helping a customer with a pressing problem.
- 5.3.1.6. Tactfully defuses volatile situations and works patiently to resolve them.

5.3.2. Meets Standards

- 5.3.2.1. Meets customer needs and resolves business problems.
- 5.3.2.2. Develops a clear understanding of customers' needs and goals.
- 5.3.2.3. Maintains clear communication with customers regarding expectations and time frames.
- 5.3.2.4. Follows through and responds to customer requests, questions and complaints in a timely manner.
- 5.3.2.5. Follows up with customers after a problem has been resolved to inform them of any action taken.
- 5.3.2.6. Takes personal responsibility for meeting commitments and correcting problems.
- 5.3.2.7. Responds calmly under pressure.

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5.3.3. Does Not Meet Standards

- 5.3.3.1. Does not understand the needs and goals of our customers.
- 5.3.3.2. Does not clearly communicate time frames or expectations to customers.
- 5.3.3.3. Makes promises or agrees to do things, but does not follow through.
- 5.3.3.4. Passes customer requests along to other workers or to the supervisor.
- 5.3.3.5. Is discourteous or unprofessional toward the public or other state employees.

5.4. Leadership

5.4.1. Exceeds Standards

- 5.4.1.1. Identifies and removes obstacles that may get in the way of good performance.
- 5.4.1.2. Sets a good example for others by modeling desired behaviors.
- 5.4.1.3. Makes changes in agency department processes to improve effectiveness and enhance performance.
- 5.4.1.4. Thinks through and prepares for how others will react to information or changes.

5.4.2. Meets Standards

- 5.4.2.1. Sets priorities to align work with and in support of agency or division goals.
- 5.4.2.2. Plans and leads meetings to ensure that issues are discussed and agendas are met.
- 5.4.2.3. Provides others with timely and accurate feedback.
- 5.4.2.4. Gains access to resources in a timely manner.
- 5.4.2.5. Recommends changes in work methods to improve performance in the agency or division.
- 5.4.2.6. Asks for others' opinions, ideas and recommendations to involve others in improving the work situation.

5.4.3. Does Not Meet Standards

- 5.4.3.1. Does not set or discuss clear goals with others.
- 5.4.3.2. Does not effectively lead or control meetings (e.g. does not have an agenda or ground rules).
- 5.4.3.3. Does not effectively allocate resources to help achieve agency or division objectives.
- 5.4.3.4. Does not model behavior desired for employees.

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## 5.5. Observing Work Hours and Using Leave

### 5.5.1. Meets Standards

- 5.5.1.1. Arrives at work on time and observes working hours.
- 5.5.1.2. Is punctual with lunch hour and break periods.
- 5.5.1.3. Makes productive use of work time, focusing on assigned duties and tasks.
- 5.5.1.4. Ensures that work does not suffer if personal business interrupts the work day.
- 5.5.1.5. When requesting leave, notifies supervisor in a timely manner in accordance with agency policy.
- 5.5.1.6. Takes into account work flow issues when requesting annual leave or taking breaks.

### 5.5.2. Does Not Meet Standards

- 5.5.2.1. Is habitually late to work or otherwise does not observe working hours.
- 5.5.2.2. Does not observe limitations on lunch and break periods.
- 5.5.2.3. Habitually uses work time for personal conversations or personal business.
- 5.5.2.4. Does not provide proper notification according to agency policy when requesting leave.
- 5.5.2.5. Does not consider workflow issues when requesting annual leave or taking breaks.