

EXPERTISE

	NOT MEETING EXPECTATIONS	MEETING EXPECTATIONS	EXCEEDING EXPECTATIONS
PRECISION	<ul style="list-style-type: none"> • Produces work lacking sufficient detail or analysis to meet the requirements of the position, or lacks the professional knowledge expected and necessary in the position. • Errors are common and may require additional time and effort by employee or by others to correct. Mistakes are more visible to clients and may disrupt service. • Shows little concern for any lack of quality in their work, and takes little or no initiative to correct deficiencies. 	<ul style="list-style-type: none"> • Produces work that is accurate, thorough, and demonstrates sufficient analysis and decision-making to meet the requirements of the employee's position and profession. • Errors are infrequent, are recognized prior to completion of project, and/or are corrected as soon as identified with little to no disruption of service. • Demonstrates pride in their work and accepts responsibility for assigned tasks. 	<ul style="list-style-type: none"> • Produces work that shows strong attention to detail and thorough analysis. The employee is highly skilled in the profession and applies sound critical and creative thinking to address work issues. • Errors are extremely rare. The employee has put methods in place to ensure independently that content is correct prior to completion of tasks. • Personally seeks to add value in every work assignment.
RESOURCING	<ul style="list-style-type: none"> • Generally, fails to maintain sufficient inventory, is inefficient or wasteful in use of resources, and/or makes mistakes requiring work to be redone, which may result in delays or additional costs. • Necessary documentation of work is missing, incomplete, or is not readily understandable to others for effective use, or misrepresents work in documentation. 	<ul style="list-style-type: none"> • Makes efficient and appropriate use of materials, resulting in sufficient cost effectiveness and little to no waste of resources. • Adheres to requirements for recordkeeping and documentation of work in a manner readily understandable to others and sufficient for effective use by self and others. 	<ul style="list-style-type: none"> • Accurately anticipates resource requirements, even with complex projects, and proactively takes approved steps to minimize waste and sustain appropriate inventory while still delivering high-quality work. • Documentation is thorough, clear, and easily understandable to others for effective use, and also provides added detail that addresses nuances and exceptions not apparent to others.
INNOVATION	<ul style="list-style-type: none"> • Maintains the status quo and adheres only to conventional methods of working, or implements ideas without involving appropriate stakeholders. • Is resistant to well-supported risk taking and change opportunities, and often openly shows unwillingness to adopt new practices, even when they have information that current practices are inefficient or ineffective. 	<ul style="list-style-type: none"> • Looks for ways to improve efficiency or quality, discusses suggested improvements with others, and demonstrates flexibility in response to new or improved work processes. • Takes calculated risks, anticipates possible problems, and responds to recurring problems by investigating the underlying causes. 	<ul style="list-style-type: none"> • Persistently but appropriately challenges the status quo to identify areas for improvement others may have overlooked. Actively involves relevant stakeholders regularly to ensure ideas are refined for adoption. • Encourages others to take calculated risks; breaks down barriers to promote new and creative ways to meet goals even when their position is unpopular.
DEVELOPMENT	<ul style="list-style-type: none"> • Shows little initiative to maintain technical skills or relevant professional credentials and does not develop/maintain connections with professionals in their field. • Takes advantage of learning and growth opportunities only when required and often focuses on assigning blame when things go wrong rather than working toward growth and development. 	<ul style="list-style-type: none"> • Maintains technical skills and relevant professional credentials, and/or maintains connections with professionals in their field. • Seeks ways to address development needs and recognizes growth and development opportunities for self and others instead of assigning blame when things go wrong. 	<ul style="list-style-type: none"> • Continually enhances technical skills and professional credentials, recognized as an expert in their field; participates in professional associations to ensure visibility in their field. • Seeks out and engages in continuous learning and growth opportunities and provides coaching to others to leverage their strengths and develop areas of needed improvement.