



Achieving Results

CONTINUOUS IMPROVEMENT

Strives for high-quality performance in self and the organization. Takes initiative in an ongoing effort to improve products, services or processes to deliver optimum results. Is resourceful, seeks alternatives and broad input; measures outcomes.

Core Behavioral Anchors –

1. Adopts ideas, technology, and practices that increase efficiency, eliminate waste, and improve performance.
2. Is reflective; takes initiative to make improvements to current work.
3. Uses data, feedback, and input from others to improve the quality of products and services.

Management Behavioral Anchors –

1. Drives improvement, continually searching for new ways to position the organization for success.
2. Supports others who take calculated risks.
3. Recognizes and rewards initiative and innovation.

Met Few Expectations (MFE)	Met Some Expectations (MSE)	Successfully Met Expectations (SME)	Far Exceeded Expectations (FEE)
Change averse; prefers to continue to do things as they always have been do	Has a limited perspective and understanding of the importance of quality improvement.	Understands the value of quality improvement; identifies weaknesses that impede processes and recommends changes.	Clearly defines the value and imperative for continuous improvement; consistently offers original, inventive ideas for improving products and services.
Does not look for more efficient ways to get work done; consistently demonstrates resistance to change.	Occasionally suggests improvements to work processes; lacks initiative in terms of implementing changes to improve the quality of service.	Analyzes processes to identify redundancies and workflow inhibitors; restructures processes to improve quality of service.	Sought out as a trusted resource for quality improvement; quick to identify inefficiencies and suggest practical ways to mitigate or eliminate them.
Moves to next project before ensuring successful, sustainable implementation of previous projects.	Rarely monitors change initiatives after implementation.	Sustains change through clear documentation and regular monitoring.	Employs clear post- implementation strategies to ensure sustainability; encourages continuous improvement.
Unwilling/unable to create or track metrics.	Has difficulty defining and implementing appropriate metrics to measure success.	Conducts evaluations to measure success and determine how processes may be changed to improve quality and/or efficiency.	Develops and implements reliable, effective metrics to measure outcomes; identifies and recommends changes to improve efficiency and effectiveness.