

## EXPERTISE

	NOT MEETING EXPECTATIONS	MEETING EXPECTATIONS	EXCEEDING EXPECTATIONS
PRECISION	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Shows little concern for any lack of quality in their work, and takes little or no initiative to correct deficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Produces work that is accurate, thorough, and demonstrates sufficient analysis and decision-making to meet the requirements of the employee's position and profession.</li> <li>• 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.</li> <li>• Demonstrates pride in their work and accepts responsibility for assigned tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Errors are extremely rare. The employee has put methods in place to ensure independently that content is correct prior to completion of tasks.</li> <li>• Personally seeks to add value in every work assignment.</li> </ul>
RESOURCING	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Necessary documentation of work is missing, incomplete, or is not readily understandable to others for effective use, or misrepresents work in documentation.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes efficient and appropriate use of materials, resulting in sufficient cost effectiveness and little to no waste of resources.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
INNOVATION	<ul style="list-style-type: none"> <li>• Maintains the status quo and adheres only to conventional methods of working, or implements ideas without involving appropriate stakeholders.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Looks for ways to improve efficiency or quality, discusses suggested improvements with others, and demonstrates flexibility in response to new or improved work processes.</li> <li>• Takes calculated risks, anticipates possible problems, and responds to recurring problems by investigating the underlying causes.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Encourages others to take calculated risks; breaks down barriers to promote new and creative ways to meet goals even when their position is unpopular.</li> </ul>
DEVELOPMENT	<ul style="list-style-type: none"> <li>• Shows little initiative to maintain technical skills or relevant professional credentials and does not develop/maintain connections with professionals in their field.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintains technical skills and relevant professional credentials, and/or maintains connections with professionals in their field.</li> <li>• Seeks ways to address development needs and recognizes growth and development opportunities for self and others instead of assigning blame when things go wrong.</li> </ul>	<ul style="list-style-type: none"> <li>• Continually enhances technical skills and professional credentials, recognized as an expert in their field; participates in professional associations to ensure visibility in their field.</li> <li>• 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.</li> </ul>