

## TEAM-ORIENTED

	NOT MEETING EXPECTATIONS	MEETING EXPECTATIONS	EXCEEDING EXPECTATIONS
COLLEGIALITY	<ul style="list-style-type: none"> <li>• Often lacks open, honest, and tactful communication with colleagues.</li> <li>• Patronizes or disregards the ideas, beliefs, work styles, and perspectives of the team, and/or participates in gossip or cliques.</li> <li>• Provokes conflicts within the team, and/or waits for others to resolve team conflicts.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicates and engages directly, clearly, and tactfully with colleagues.</li> <li>• Shows consideration and respect for the ideas, beliefs, work styles, and perspectives of the team, and refrains from participating in gossip or cliques.</li> <li>• Recognizes conflict within the team and participates positively in resolving issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Embodies courteous and professional behavior among colleagues.</li> <li>• Embraces different ideas, beliefs, work styles, and perspectives in the team. Actively champions inclusivity to eliminate gossip and cliques.</li> <li>• Considered a fair and impartial arbitrator and facilitates communication to build consensus.</li> </ul>
COLLABORATION	<ul style="list-style-type: none"> <li>• Often complains or points to problems without providing alternatives or solutions. Resists change, pushes back on decided actions (which may damage unit morale) or only supports change when it benefits them or doesn't affect them.</li> <li>• Tends to isolate oneself from others while working toward team goals or ignores team goals. Reluctant to share knowledge and resources to reach common goals.</li> <li>• Fails to take ownership of their contribution to the team's overall success and dismisses the importance of how their responsibilities contribute to the success of the team in meeting public expectations for quality, service, and professionalism.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides feedback and healthy dialogue on performance and operational issues, as requested. Willingly adapts to change and adheres to decided actions.</li> <li>• Works willingly with others to accomplish goals. Engages with and considers the views of others when analyzing a situation or developing a solution to achieve team goals. Provides knowledge and resources to reach common goals.</li> <li>• Takes ownership of their contribution to the team's overall success and understands how successful execution of their responsibilities contributes to public expectations for quality, service, and professionalism.</li> </ul>	<ul style="list-style-type: none"> <li>• Approaches operational issues creatively and suggests innovative solutions to resolve them. Encourages others to participate in operational discussions and generates support for change initiatives.</li> <li>• Champions teamwork consistently within their unit and throughout the organization. Recognizes knowledge and resources gaps and actively assists others in addressing them. Builds loyalty and promotes a shared purpose among other team members and external stakeholders to achieve goals.</li> <li>• Generates enthusiasm among team members for accomplishing shared goals. Holds a strong commitment to exceeding public expectations for quality, service, and professionalism.</li> </ul>
CONTRIBUTION	<ul style="list-style-type: none"> <li>• Makes decisions that are self-serving and is reluctant to perform additional duties as required by management. May refuse or frequently complain about having to perform such tasks.</li> <li>• Fails to maintain a professional appearance or fails to adhere to expectations for workplace dress. Resists contributing equitably to maintaining workplace appearance.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes decisions with others in mind, and willingly performs additional duties when team members are absent, during times of increased workload, or as otherwise required by management to meet business needs.</li> <li>• Maintains a professional appearance and contributes equitably to maintaining the workplace appearance.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintains awareness of workload balance and regularly volunteers when assistance is needed. Offers creative strategies for handling additional workload effectively.</li> <li>• Demonstrates awareness of the positive effect of professional appearance. Regularly takes initiative to maintain or enhance appearance of workspace.</li> </ul>
ATTENDANCE	<ul style="list-style-type: none"> <li>• Absences are frequent enough to place an undue burden on supervisor or colleagues. Frequently fails to coordinate absences, resulting in work disruption, client dissatisfaction or confusion. Frequently fails to follow rules for time and attendance.</li> </ul>	<ul style="list-style-type: none"> <li>• Absences are infrequent and do not place an undue burden on supervisor or colleagues. Follows work unit rules for time and attendance, including established procedures for calling out, requesting leave, requesting changes to work schedules, and recordkeeping.</li> </ul>	<ul style="list-style-type: none"> <li>• Absences are minimal. Follows work unit rules for time and attendance. Coordinates coverage in advance of absence with supervisor, colleagues, and clients and organizes work to ensure operational needs can be met effectively in their absence.</li> </ul>