Employees expect and deserve equity and consistency in their evaluations, and this applies not only within teams but across the organization. To help managers create organizational consistency, this document provides some examples of basic behaviors and how they would be rated on an evaluation. This document is not all-inclusive, and it is up to you as the manager to work with your team to identify behaviors specific to your work unit.

- **Distinguished/Mastery (D):** An employee highly skilled in their function who goes above and beyond regular expectations to advance the department and organization. Develop these employees for further advancement in the organization.
- **Fully Successful (H):** An employee who meets all expectations in a behavior standard. Continue to foster excellence in these high performers.
- **Progressing (M):** An employee who meets some of the standards and expectations, but has room for growth and improvement. Support, encourage, and challenge these employees toward fully successful performance.
- **Not Meeting Expectations (L):** An employee who needs improvement and must reach fully successful performance standards over the next 90 days. If improvement is not attained, initiate appropriate corrective action.

### People-focused Behavior Standards

#### [Health Sciences Core Values]

1. I always act in the best interest of patients, students, employees, leaders, and our organization.  
   [Compassion]
2. I remember that regardless of my role, title, department or location, my job impacts the ability of this organization to provide excellent care to our patients.  
   [Responsibility]
3. I, through my words and actions, communicate my commitment to excellent care and/or service.  
   [Integrity]
4. I genuinely care about and show empathy towards other people.  
   [Compassion]
5. I establish and maintain effective relationships with internal/external customers.  
   [Compassion]
6. I offer assistance to those who may need help or find someone who can.  
   [Compassion]

#### People-Focused

<table>
<thead>
<tr>
<th>Behavior Standard</th>
<th>Distinguished Mastery (D)</th>
<th>Fully Successful (H)</th>
<th>Progressing (M)</th>
<th>Not Meeting Expectations (L)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Highly skilled in all aspects of this behavior standard and consistently uses those skills for the advancement of the department and organization.</td>
<td>- Fully addresses concerns of students, faculty, staff, patients or families.</td>
<td>- Successfully meets some components of this behavior standard and is on track to being fully successful in others.</td>
<td>- Does not address the concerns of customers, students, faculty, staff, patients or families.</td>
</tr>
<tr>
<td></td>
<td>- Exhibits exceptional teamwork and/or leadership outside of their regular job role with regard to this behavior standard.</td>
<td>- Uses appropriate terminology and/or key words. Written and verbal communications are clear, effective and appropriate.</td>
<td>- Exhibits inconsistencies.</td>
<td>- Does not learn/use appropriate terminology and/or key words. Written and verbal communications are unclear or inappropriate.</td>
</tr>
<tr>
<td></td>
<td>- Exceeds expectations.</td>
<td>- Interacts with others in a positive manner and takes ownership to meet others’ needs.</td>
<td>- Room for growth.</td>
<td>- Interacts with others in an unacceptable manner and does not take ownership to meet others’ needs.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Provides excellent service and refers others to appropriate resources, when necessary.</td>
<td></td>
<td>- Does not attempt to provide an acceptable level of service or refer others to appropriate resources.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Consistently advocates for and supports students, faculty, staff, patients and families.</td>
<td></td>
<td>- Unable to identify how their job role supports students, faculty, staff, patients or families.</td>
</tr>
</tbody>
</table>
Employees expect and deserve equity and consistency in their evaluations, and this applies not only within teams but across the organization. To help managers create organizational consistency, this document provides some examples of basic behaviors and how they would be rated on an evaluation. This document is not all-inclusive, and it is up to you as the manager to work with your team to identify behaviors specific to your work unit.

- Distinguished/Mastery (D): An employee highly skilled in their function who goes above and beyond regular expectations to advance the department and organization. Develop these employees for further advancement in the organization.
- Fully Successful (H): An employee who meets all expectations in a behavior standard. Continue to foster excellence in these high performers.
- Progressing (M): An employee who meets some of the standards and expectations, but has room for growth and improvement. Support, encourage, and challenge these employees toward fully successful performance.
- Not Meeting Expectations (L): An employee who needs improvement and must reach fully successful performance standards over the next 90 days. If improvement is not attained, initiate appropriate corrective action.

### Respect Behavior Standards

#### [Health Sciences Core Values]

<table>
<thead>
<tr>
<th>Respect Behavior Standards</th>
<th>Respect</th>
</tr>
</thead>
<tbody>
<tr>
<td>I earn respect through keeping promises and fulfilling expectations. [Trust]</td>
<td>Distinguished Mastery (D)</td>
</tr>
<tr>
<td>I communicate respectfully by listening, seeking clarification, confirming understanding, and giving feedback. I avoid gossip and destructive communication. [Collaboration]</td>
<td>Highly skilled in all aspects of this behavior standard and consistently uses those skills for the advancement of the department and organization.</td>
</tr>
<tr>
<td>I use professional, friendly and helpful etiquette on the phone and in-person. [Integrity]</td>
<td>Exhibits exceptional teamwork and/or leadership outside of their regular job role with regard to this behavior standard.</td>
</tr>
<tr>
<td>I keep confidences and value every individual’s right to privacy, accessing and sharing only the information necessary to do my job. [Integrity]</td>
<td>Exceeds expectations.</td>
</tr>
<tr>
<td>I am dependable, reliable, trustworthy and honest. [Integrity]</td>
<td></td>
</tr>
</tbody>
</table>

- **Fully Successful (H):** Protects PHI and other confidential information.  
  - Is courteous and respectful. Is aware of their non-verbal communication. Discusses concerns constructively and does not interrupt. Listens, seeks clarification, confirms understanding, and gives feedback. Never uses offensive language.
  - Responds to e-mail and phone calls within one business day. Uses “out of office” messages on email and voice mail to alert others when unavailable.
  - Seeks out help/information from others, as necessary to be successful.
  - Effectively establishes interpersonal rapport and empathy. Is appropriately direct in communicating key issues.
  - Supports blameless culture by focusing first on the process, not the people, as the cause of a problem. Works to achieve solutions.
  - Acknowledges team members’ contributions. Speaks positively of others.
  - Recognizes and appropriately resolves issues with team members.
  - Is sensitive and respectful regarding age and other cross-cultural issues.

- **Progressing (M):** Successfully meets some components of this behavior standard and is on track to being fully successful in others.
  - Exhibits inconsistencies.
  - Room for growth.

- **Not Meeting Expectations (L):** Does not protect PHI and other confidential information.
  - Speaks in a disrespectful or negative manner. Unaware of non-verbal communication. Yells and/or interrupts. Uses offensive language.
  - Does not respond to e-mails and phone calls in a timely manner.
  - Rarely accepts/asks for help or information when needed.
  - Exhibits lack of understanding, engagement, compassion and empathy.
  - Focuses on other people as the cause of problems instead of focusing on processes and solutions. Reacts before seeking clarification/understanding.
  - Exhibits lack of common courtesy and respect.
  - Does not constructively resolve issues with team members.
  - Exhibits insensitivity/disrespect regarding age/other cross-cultural issues.
Employees expect and deserve equity and consistency in their evaluations, and this applies not only within teams but across the organization. To help managers create organizational consistency, this document provides some examples of basic behaviors and how they would be rated on an evaluation. This document is not all-inclusive, and it is up to you as the manager to work with your team to identify behaviors specific to your work unit.

- Distinguished/Mastery (D): An employee highly skilled in their function who goes above and beyond regular expectations to advance the department and organization. Develop these employees for further advancement in the organization.
- Fully Successful (H): An employee who meets all expectations in a behavior standard. Continue to foster excellence in these high performers.
- Progressing (M): An employee who meets some of the standards and expectations, but has room for growth and improvement. Support, encourage, and challenge these employees toward fully successful performance.
- Not Meeting Expectations (L): An employee who needs improvement and must reach fully successful performance standards over the next 90 days. If improvement is not attained, initiate appropriate corrective action.

<table>
<thead>
<tr>
<th>Ownership Behavior Standards</th>
<th>Ownership</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Health Sciences Core Values]</td>
<td></td>
</tr>
<tr>
<td>I accept constructive feedback from others and use it to improve my performance. [Trust]</td>
<td><strong>Distinguished Mastery (D)</strong></td>
</tr>
</tbody>
</table>
| I dress professionally, follow the dress code and wear my identification badge in patient care areas at all times. [Responsibility] | • Highly skilled in all aspects of this behavior standard and consistently uses those skills for advancement of the department/organization.  
• Exhibits exceptional teamwork and/or leadership outside of their regular job role with regard to this behavior standard.  
• Exceeds expectations. |
| I take the initiative to maintain and expand my skills through continued education. [Innovation] | **Fully Successful (H)** |
| I communicate to my work area all information I am responsible for sharing to ensure the success of my job, department, and our organization. [Responsibility] | • Identifies potential problems in a timely manner. Suggests possible solutions and involves others as appropriate.  
• Constructively identifies concerns, and helps to overcome barriers.  
• Keeps work area tidy and organized.  
• Exhibits independent problem solving.  
• Actively supports implementation of new ideas and positive change.  
• Engaged in growth and change processes and improves work processes within department.  
• Can be counted on to participate in team activities. Follows through with team assignments.  
• Completes all annual training within required timeframes and takes classes to grow, improve and develop skills that support current position functions. |
| I keep my work area and the entire organization neat, clean and professional. [Responsibility] | **Progressing (M)** |
| | • Successfully meets some components of this behavior standard and is on track to being fully successful in others.  
• Exhibits inconsistencies.  
• Room for growth. |
| | **Not Meeting Expectations (L)** |
| | • Doesn’t identify problems, or identifies without offering solutions.  
• Needs constant reminders to follow through on job responsibilities and provides an inconsistent level of service.  
• Work area is cluttered and disorganized. Does not clean up after self.  
• Does not think independently to resolve issues.  
• Regularly doubts and questions new ideas without providing helpful alternatives. Resistant to change and doesn’t easily adapt.  
• Does not provide constructive feedback or engage in process improvement activities.  
• Is not a team player.  
• Does not complete annual training or completes it late (more than 30 days past renewal date). Does not seek additional training/education.
Employees expect and deserve equity and consistency in their evaluations, and this applies not only within teams but across the organization. To help managers create organizational consistency, this document provides some examples of basic behaviors and how they would be rated on an evaluation. This document is not all-inclusive, and it is up to you as the manager to work with your team to identify behaviors specific to your work unit.

- Distinguished/Mastery (D): An employee highly skilled in their function who goes above and beyond regular expectations to advance the department and organization. Develop these employees for further advancement in the organization.
- Fully Successful (H): An employee who meets all expectations in a behavior standard. Continue to foster excellence in these high performers.
- Progressing (M): An employee who meets some of the standards and expectations, but has room for growth and improvement. Support, encourage, and challenge these employees toward fully successful performance.
- Not Meeting Expectations (L): An employee who needs improvement and must reach fully successful performance standards over the next 90 days. If improvement is not attained, initiate appropriate corrective action.

<table>
<thead>
<tr>
<th>Making a Difference Behavior Standards</th>
<th>Making a Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Health Sciences Core Values]</td>
<td></td>
</tr>
<tr>
<td>I am kind to others and value individual differences including culture, age, religion and gender. [Diversity]</td>
<td>Distinguished Mastery (D)</td>
</tr>
<tr>
<td>I take initiative and I am accountable for my own actions and empower others to do the same. [Responsibility]</td>
<td>Highly skilled in all aspects of this behavior standard and consistently uses those skills for the advancement of the department and organization.</td>
</tr>
<tr>
<td>I work to foster innovative ideas, complimenting and recognizing others for their contributions and successes. [Innovation]</td>
<td>Exhibits exceptional teamwork and/or leadership outside of their regular job role with regard to this behavior standard.</td>
</tr>
<tr>
<td>I take care to have a positive, helpful and cooperative attitude. [Collaboration]</td>
<td>Exceeds expectations.</td>
</tr>
<tr>
<td>I deal fairly, ethically and honestly with others and treat them as I would expect to be treated. [Integrity]</td>
<td></td>
</tr>
</tbody>
</table>

**Fully Successful (H)**
- Understands and addresses concerns of others.
- Recognizes, understands, and meets the stated needs of others.
- Recognizes when needs are not met, offering an apology and a remedy.
- Shares knowledge and makes suggestions to improve self and others.
- Involves relevant parties in problem solving. Knows the resources available and shares information.
- Puts forth innovative ideas and willingly takes accountability for accomplishment of assigned duties.
- Exhibits flexibility and is willing to help outside of regular job duties.
- Willingly and efficiently addresses customer concerns.

**Progressing (M)**
- Successfully meets some components of this behavior standard and is on track to being fully successful in others.
- Exhibits inconsistencies.
- Room for growth.

**Not Meeting Expectations (L)**
- Doesn’t understand or effectively address concerns of others. Does not accept responsibility for advocating for others and places own needs ahead of others’ needs.
- Does not recognize when others’ needs are not met and does not offer an apology or remedy.
- Does not share knowledge or make suggestions to improve self and others.
- Does not get involved in or involve others in problem-solving process.
- Is not innovative or accountable.
- Does not exhibit flexibility and is unwilling to take on other duties as necessary.
- May initiate assistance, but does not follow through with completion.
Employees expect and deserve equity and consistency in their evaluations, and this applies not only within teams but across the organization. To help managers create organizational consistency, this document provides some examples of basic behaviors and how they would be rated on an evaluation. This document is not all-inclusive, and it is up to you as the manager to work with your team to identify behaviors specific to your work unit.

- Distinguished/Mastery (D): An employee highly skilled in their function who goes above and beyond regular expectations to advance the department and organization. Develop these employees for further advancement in the organization.
- Fully Successful (H): An employee who meets all expectations in a behavior standard. Continue to foster excellence in these high performers.
- Progressing (M): An employee who meets some of the standards and expectations, but has room for growth and improvement. Support, encourage, and challenge these employees toward fully successful performance.
- Not Meeting Expectations (L): An employee who needs improvement and must reach fully successful performance standards over the next 90 days. If improvement is not attained, initiate appropriate corrective action.

<table>
<thead>
<tr>
<th>Innovation Behavior Standards</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Innovation</strong></td>
<td><strong>Distinguished Mastery (D)</strong></td>
</tr>
<tr>
<td>[Health Sciences Core Values]</td>
<td>• Highly skilled in all aspects of this behavior standard and consistently uses those skills for the advancement of the department and organization.</td>
</tr>
<tr>
<td>I ask questions to better understand why changes are important and what the benefits will be. [Innovation]</td>
<td>• Exhibits exceptional teamwork and/or leadership outside of their regular job role with regard to this behavior standard.</td>
</tr>
<tr>
<td>I express my ideas with courage, and am open and receptive to the ideas and feelings of others. [Collaboration]</td>
<td>• Exceeds expectations.</td>
</tr>
<tr>
<td>I approach change with an open mind and take the opportunity to find new solutions. [Innovation]</td>
<td><strong>Fully Successful (H)</strong></td>
</tr>
<tr>
<td>I share information, ideas, expertise and concerns, and offer solutions for making this a better place for patients, students, employees and visitors. [Collaboration]</td>
<td>• Generates new ideas for creating efficiencies, reducing costs, and accomplishing our clinical, educational, and research mission.</td>
</tr>
<tr>
<td>I always look for a better way. [Innovation]</td>
<td>• Fully participates and follows through on team assignments. Recognizes and utilizes team members’ strengths to move projects forward.</td>
</tr>
<tr>
<td><strong>Progressing (M)</strong></td>
<td>• Accepts feedback from others and uses it to improve.</td>
</tr>
<tr>
<td><strong>Not Meeting Expectations (L)</strong></td>
<td>• Implements new directives efficiently and effectively.</td>
</tr>
<tr>
<td></td>
<td>• Strives to understand processes and works to improve them.</td>
</tr>
<tr>
<td></td>
<td>• Takes initiative to learn and grow professionally.</td>
</tr>
<tr>
<td></td>
<td>• Does not attempt to generate new ideas for improvements.</td>
</tr>
<tr>
<td></td>
<td>• Does not follow through on assignments or work with others to accomplish team goals.</td>
</tr>
<tr>
<td></td>
<td>• Does not respond well to feedback and does not use it to improve.</td>
</tr>
<tr>
<td></td>
<td>• Resistant or slow to implement new directives.</td>
</tr>
<tr>
<td></td>
<td>• Does not value process improvement.</td>
</tr>
<tr>
<td></td>
<td>• Takes no responsibility to identify and meet training needs. Does not attend training unless required to do so.</td>
</tr>
</tbody>
</table>
Employees expect and deserve equity and consistency in their evaluations, and this applies not only within teams but across the organization. To help managers create organizational consistency, this document provides some examples of basic behaviors and how they would be rated on an evaluation. This document is not all-inclusive, and it is up to you as the manager to work with your team to identify behaviors specific to your work unit.

- Distinguished/Mastery (D): An employee highly skilled in their function who goes above and beyond regular expectations to advance the department and organization. *Develop these employees for further advancement in the organization.*
- Fully Successful (H): An employee who meets all expectations in a behavior standard. *Continue to foster excellence in these high performers.*
- Progressing (M): An employee who meets some of the standards and expectations, but has room for growth and improvement. *Support, encourage, and challenge these employees toward fully successful performance.*
- Not Meeting Expectations (L): An employee who needs improvement and must reach fully successful performance standards over the next 90 days. *If improvement is not attained, initiate appropriate corrective action.*

<table>
<thead>
<tr>
<th>Safety Behavior Standards [Health Sciences Core Values]</th>
<th>Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>I know my role for all codes and drills and respond appropriately. [Collaboration]</td>
<td><strong>Distinguished Mastery (D)</strong></td>
</tr>
</tbody>
</table>
| I speak up to report safety and environmental concerns while promoting a blameless environment. [Quality] | • Highly skilled in all aspects of this behavior standard and consistently uses those skills for the advancement of the department and organization.  
• Exhibits exceptional teamwork and/or leadership outside of their regular job role with regard to this behavior standard.  
• Exceeds expectations. |
| I follow all applicable policies and procedures. [Responsibility] | **Fully Successful (H)** |
| I know and understand all safety practices and maintain compliance with annual safety and required training. [Quality] | • Learns to safely use all equipment related to the job.  
• Knows how to respond to emergency situations.  
• Takes responsibility for work environment and takes appropriate actions when safety issues arise.  
• Reports events and potential events to supervisor, and appropriately responds to codes and alerts.  
• Completes annual safety training in a timely manner (within 30 days of renewal due date).  
• Learns safety procedures and upgrades and shares necessary safety information with others.  
• Is familiar with role in disasters and codes.  
• Notices, addresses, or reports situations that require repair, cleaning, or maintenance. |
| **Progressing (M)** | **Not Meeting Expectations (L)** |
| • Successfully meets some components of this behavior standard and is on track to being fully successful in others.  
• Exhibits inconsistencies.  
• Room for growth. | • Does not safely use all equipment related to the job.  
• Does not know how to respond inappropriately to emergency situations.  
• Creates unsafe work environment and does not respond appropriately to safety issues when they arise.  
• Does not report events or potential events to supervisor.  
• Does not complete annual safety training requirements, or completes them more than 30 days after renewal due date.  
• Makes no effort to learn safety procedures or upgrades and fails to share necessary safety information with others.  
• Is not familiar with role in disasters and codes.  
• Fails to notice, address or report situations that require repair, cleaning or maintenance. |
Employees expect and deserve equity and consistency in their evaluations, and this applies not only within teams but across the organization. To help managers create organizational consistency, this document provides some examples of basic behaviors and how they would be rated on an evaluation. This document is not all-inclusive, and it is up to you as the manager to work with your team to identify behaviors specific to your work unit.

- Distinguished/Mastery (D): An employee highly skilled in their function who goes above and beyond regular expectations to advance the department and organization. Develop these employees for further advancement in the organization.
- Fully Successful (H): An employee who meets all expectations in a behavior standard. Continue to foster excellence in these high performers.
- Progressing (M): An employee who meets some of the standards and expectations, but has room for growth and improvement. Support, encourage, and challenge these employees toward fully successful performance.
- Not Meeting Expectations (L): An employee who needs improvement and must reach fully successful performance standards over the next 90 days. If improvement is not attained, initiate appropriate corrective action.

<table>
<thead>
<tr>
<th>Excellence Behavior Standards</th>
<th>Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Health Sciences Core Values]</td>
<td></td>
</tr>
<tr>
<td>I understand the importance of timely response; I explain delays and complete tasks with expediency.</td>
<td><strong>Distinguished Mastery (D)</strong></td>
</tr>
</tbody>
</table>
| [Responsibility] | • Highly skilled in all aspects of this behavior standard and consistently uses those skills for the advancement of the department and organization.  
• Exhibits exceptional teamwork and/or leadership outside of their regular job role with regard to this behavior standard.  
• Exceeds expectations. |
| I mentor and educate my coworkers to promote teamwork. | **Fully Successful (H)** |
| [Collaboration] | • Exhibits PROMISE standards.  
• Dedicated to superior performance and willing to go the extra mile.  
• Fosters positive interactions with patients, students, coworkers, leaders and the community.  
• Takes pride in producing an exceptional quality of work. |
| I use words in my interactions with patients, families, students and employees that show I care about making their experience the best it can be. | **Progressing (M)** |
| [Compassion] | • Successfully meets some components of this behavior standard and is on track to being fully successful in others.  
• Exhibits inconsistencies.  
• Room for growth. |
| I always provide high quality care and service and implement ways to improve efficiency and reduce costs. | **Not Meeting Expectations (L)** |
| [Quality] | • Does not consistently exhibit PROMISE standards.  
• Performance is under par with no or little action to improve.  
• Has negative or inappropriate interactions with patients, students, coworkers, leaders and the community or dismisses such interactions by others without attempt to remedy the situation.  
• Quality of work is under par with no or little action to make improvements. |