



## Performance Factors

**Customer Focus:** Dedicated to meeting the expectations of internal and external customers, co-workers and stakeholders; obtains first-hand information from customers and uses it to improve processes and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their respect and trust.

- Proactively meets internal or external customer expectations by anticipating needs and effectively addressing and resolving problems, issues and concerns in a timely manner
- Develops and sustains productive customer relationships through appropriate communications
- Shares information with customers to build their understanding of issues and capabilities

**Job Knowledge:** Puts knowledge, understanding and skills to practical use on the job; demonstrates an understanding of key policies, compliance, skills and procedures in functional and related areas of work.

- Achieves a satisfactory level of skill and knowledge in position-related areas; demonstrates ability to learn new skills
- Ensures that all compliance aspects of position are known and followed; understands and complies with all policies, codes and regulations applicable to position and company
- Keeps up with current developments and trends in area of expertise as a part of personal development
- Generates solutions in work situations; utilizes a variety of resources and tools
- Demonstrates clear communication in written and verbal formats

**Planning and Decision Making:** Identifies and understands issues, problems and opportunities, demonstrates sound judgment while utilizing plan, execute, measure and correct process.

- Develops plans using a disciplined planning approach taking into account a variety of creative alternatives for choosing a recommended course of action with a clearly defined desired outcome, risks, identification of key assumptions, cost benefit analysis, milestones and metrics; properly identifies all stakeholders
- Executes in accordance with the plan by taking action that is timely and consistent with available facts, constraints and probable consequences
- Uses metrics and milestones, and goal reassessment to measure execution and determine whether correction to plan is needed
- Makes timely and thoughtful corrections to the plan when appropriate; takes responsibility for results; properly reports the plan's progress or corrections to the appropriate individuals
- Not afraid to make decisions and ensure appropriate people are informed
- Makes sound, logical, business decisions; shows good judgment in prioritizing work
- Demonstrates high levels of personal accountability

**Productivity:** Achieves a high level of relevant accomplishments for the benefit of the company and its customers. Uses appropriate methods to implement solutions; checks processes and tasks to ensure accuracy and efficiency; initiates action to correct problems or notifies others of quality issues as appropriate.

- Takes initiative by generating new approaches to continuously improve efficiency and quality in every aspect of work
- Performs well under pressure and does not create undue pressure for others; meets deadlines
- Ensures job processes, tasks and work products are free from errors, omissions or defects
- Work products are professional and clearly reflect a high level of attention to detail
- Holds self and others accountable to quality results
- Focuses on the desired outcomes and produces results

**Builds Relationships:** Identifies opportunities and takes action to develop strategic relationships across the organization and externally. Relates well to all people and builds constructive and effective relationships for the improvement of the organization as a whole.

- Adapts interpersonal style to accommodate tasks, situations and individuals involved
- Effectively exchanges ideas and information with others
- Accepts personal differences and values diversity
- Acts with integrity by demonstrating professional, courteous, ethical and fair behavior at all times
- Promotes cooperation by sharing information, encouraging contributions
- Open to constructive feedback and provides it to others

**\*Leadership:** Keeps the organization's vision and values at the forefront of decision-making and actions; demonstrates ability to guide individuals towards goal achievement by setting clear expectations, providing feedback and coaching.

- Demonstrates passion; personal commitment and enthusiasm
- Embraces change and motivates others to achieve goals
- Enlists the active participation of appropriate resources to accomplish goals
- Inspires employees to perform to their maximum potential
- Provides opportunities for growth and development through delegation and succession planning
- Provides candid and timely performance feedback
- Clearly communicates expectations to teams and individuals; sets an example to others

\*Supervisor determines if performance factor is applicable to employee's position.