

Leaders Senior Leaders

Safety

Recognizes and reports unsafe processes, behaviors, and hazards immediately; stops work when conditions are unsafe; knows and complies with all safety regulations related to the work performed; knows and takes positive action to identify unsafe conditions. Uses all required PPE.

Everyone

Identifies training required for the work to be performed. Ensures that the work is performed in the safest manner to reduce risk of injury. Empowers and coaches staff to identify the root causes of safety problems; communicates standards; implements corrective actions immediately. Ensures that the work is performed in the safest manner to prevent injury. Defines and maintains a rigorous standard and routinely communicates the importance of safety. Demonstrates a commitment to the highest standards of safety.

Customer Focus

Listens and responds to customer needs and concerns. Demonstrates resourcefulness to solve problems with common sense solutions. Communicates with other staff members, management, and customers about problems encountered by customers. Demonstrates respect for customer needs and willingness to address service problems at his/her level. If unable to solve problem at his/her level, promptly escalates customer needs or concerns to appropriate person.

Models courtesy, respect for customer needs, and resourcefulness in finding solutions. Systematically seeks customer input and feedback. Coaches and supports all staff in looking for expedient solutions to customer needs. Resolves problems as quickly as possible and stays in contact with customer when delays occur. Ensures that customer service training gaps are promptly addressed.

Develops cooperative, service-oriented relationships with key customer groups.
Aligns service standards with customer-defined value. Provides enabling resources to respond to customer service needs. Recognizes and rewards world-class customer service.

Provides a clear vision of what it means to deliver value to the customer. Creates an environment in which customer service is highly valued. Models respect for and responsiveness to the needs of the customer in development of strategy and standards. Puts in place recognition systems that reward excellent customer service.



Everyone Leaders — Senior Leaders

Respect

Engages with all co-workers in honest and agreeable manner. Ideas are exchanged and encouraged.

Creates environment where ideas are encouraged and quickly recognized. Exhibits and encourages an environment of listening without pre-judging.

Promotes a learning environment where people feel respected and willing to contribute. Promotes and models active listening and communication. Seeks and listens to all ideas to improve the organization. Promotes an environment where people feel free to express ideas openly.

Accountability and High Performance

Strives daily to achieve team goals and signals immediately when problem occurs. Identifies and addresses problems at the source wherever possible. Does not pass on defects and errors. Contributes ideas for improvement. Performs assigned duties taking responsibility for achieving positive results. Complies with policies and procedures.

Holds self and others accountable for measurable, high-quality, timely, and cost-effective results. Creates an environment where standards are visual, easy to understand, and can be used to assure process integrity. Monitors and coaches to these standards. Reviews work and assures that costs are reasonable and that the work is done in a timely manner. Complies with and holds others accountable for adherence with policies.

Determines objectives, sets priorities. Provides training and experience to create an environment of visual management. Appropriately delegates work and follows through on expectations. Holds self and others accountable for measurable, high-quality, timely and cost effective results.

Expects and encourages high performance at all levels. Is visible to the staff and actively removes barriers to help staff at all levels deliver high quality services and products. Provides an environment which encourages common sense solutions. Ensures that the organization understands what accountability means.



Teamwork/Collaboration

Engages in meaningful discussions and respects the opinions of others. Follows team-identified procedures. Works with others to solve problems, identify opportunities to eliminate waste, and improve the customer experience. Contributes energy and information to meet team and organizational goals.

Creates an environment that encourages teamwork and development of communication, conflict resolution, problem solving, and decision making skills. Provides an environment that supports team growth and collaborative relationships.

Utilizes cross-functional teams to ensure improvements are aligned and linked to provide value to the customer. Engages in and promotes collaboration and partnership to advance the organization's ability to provide world class service.

Aligns resources and removes barriers to create and support effective teams to accomplish organizational objectives. Creates an environment that supports and enables collaboration toward achievement of organizational goals. Forges strategic partnerships to advance the organization.

Engagement

Participates constructively in solving problems; offers ideas for improvement; contributes personal expertise and experience.

Encourages exploration, learning, and scientific thinking by empowering employees to identify and find solutions at the source.

Provides tools and opportunities to encourage problem solving. Creates an environment that encourages questions and trying new ideas to improve work processes. Encourages continuous learning.

Provides an environment which fosters engagement of staff members in improving the work, solving problems, and increasing effectiveness. Provides opportunities for learning and growth.



Constancy of Purpose/Focus

Everyone

Knows team/unit performance goals and how those goals relate to larger organizational goals. Understands how improvement ideas contribute to achievement of work team and organizational goals.

Engages in two-way communication to ensure staff understand their contribution to the strategic direction and performance goals of the organization. Provides understandable follow-up at worksite.

Communicates the strategic direction of the organization. Provides leadership in translating strategy to goals and in sharing information regarding organizational strategy. Ensures customer viewpoint is fairly represented.

Communicates the strategic direction of the organization and leads strategy deployment. Is responsive to the customer voice. Shares information about organizational performance transparently and clearly to all levels of the organization.

Technical Job Knowledge

Exhibits technical skills and knowledge for required work. Seeks and uses training opportunities to improve technical skills.

Seeks and uses training and other opportunities for self and staff to improve technical knowledge and skills. Maintains a level of technical competency appropriate to current and emerging work requirements.

Creates an environment which asks staff to continuously grow technical skills. Scans the environment to find ways to improve technical skills. Provides time and resources to provide training to improve technical skills.

Stays abreast of developments in the field that enables delivery of world class services. Provides resources to allow for continuous improvement in technical areas.