

ACCOUNTABILITY WORD PICTURE

**Fails to Demonstrate Desired Accountability**

When mistakes occur, performance failures are identified, deadlines are missed, bad decision are made, there is a failure to initiate appropriate action, miscommunications, breakdowns in process, not following policies responses include:

- ~ excuses are offered, often invoking "because"
- ~ finger-pointing or blaming
- ~ the shortcomings of others are offered as a diversion or defense
- ~ "no one told me"
- ~ "Not my job"
- ~ "It's not my fault"

Putting off tasks until the last minute resulting in missed deadlines due to unexpected circumstances that arise.

Does not take on extra work or responsibility and allowing co-workers assume the full burden.

Resists or challenges agency/program change, attempting to maintain status quo.

Abdicates responsibility to supervisor/others to solve problems.

**Demonstrates Accountability**

Doesn't demonstrate the behaviors in the 'Fails To Demonstrate Accountability' column.

Demonstrates initiative to take action and pursues opportunities to complete tasks more effectively and efficiently.

Accepts personal responsibility for quality and timeliness of work, w/o making excuses, blaming others or challenging expectations.

Meets commitments to service recipients, profession, job responsibilities, colleagues, supervisors, and community/state constituencies.

Supports agency changes and pursues defined goals and objectives.

Takes responsibility for improving skills, and knowing policies, rules and procedures.

**Demonstrates OMNI Accountability**

Does everything in 'Demonstrates Accountability' column.

Presents potential solutions to problems that are encountered: bring solutions not problems.

Takes responsibility for maintaining professional appearance/desired brand.

Support/assist colleagues in the agency in their job.

Takes assigned duties seriously and goes the extra mile to make sure the work is the best that it can be.

Never satisfied with results that are 'good enough:' only the best you can do.

Takes ownership of agency goals, personal goals, circumstances and situations that arise. See these through, and take responsibility for what happens – good or bad. Do your best to make things right. Demonstrate the ownership necessary for achieving desired results; to see it, own it, solve it and do it."

**Decision Making and Judgement Skills Need Improvement**

The process is not thoughtful, and more directed by impulse, expediency, self-serving, or avoidance.

Opinions or bias rather than objectivity and facts drive the process.

Policy, procedural, standards, ethical or legal considerations are neglected.

The lack of reflection on the decision.

Risk is not assessed.

**Demonstrates Effective Decision Making and Judgement Behavior**

Not engaging in behaviors identified in the Decision Making and Judgement Skills Need Improvement column.

Pursuit of the best possible course of action.

Evaluate all available alternatives.

Facts, objective data, knowledge and experience are applied to the process.

Uses appropriate judgement in engaging supervisor/management when necessary in a decision or action.

**OMNI Decision making and Judgement Behavior**

Demonstrates the behaviors in the Demonstrates Effective Decision Making and Judgement Behavior column.

The safety of the service recipient and staff are primary considerations.

Decision making is related to the context of a situation or the environment. A decision made in a particular situation may be different in another situation.

Consideration is given to geographical or cultural differences.

Rationality: the ability to describe how the decision was made and demonstration that the decision was not arbitrary.

Relevancy: articulate the criteria used to discriminate the alternatives of the decision.

Transparency: explain how the criteria were weighted or scored or how the criteria influenced the decision.

Comprehensiveness: demonstrate that alternatives were adequately explored for consideration.

The knowledge, experience, advice, or direction of others as appropriate is solicited.

FLEXIBILITY AND ADAPTABILITY WORD PICTURE

**Needs Work**

**Flexibility/Adaptability**

Feels overwhelmed, frustrated, or stressed by change.

Not adapting to technology use related to performance of duties.

Rigidity in relation to roles and responsibility.

Not my job.

Fails to seek more effective and efficient approaches to duties and service recipient needs.

Black and white thinking style.

Adaptation to change is slow.

Effectively juggling changing priorities and workloads.

Does not demonstrate behaviors in Needs Work Flexibility/Adaptability column.

Planning ahead, but having alternative options in case things go wrong

Persisting in the face of unexpected difficulties.

Anticipating & responding positively to changes.

Taking on new challenges at short notice.

Show willingness to learn new methods, procedures, or techniques.

Make suggestions for increasing the effectiveness of changes.

Draw conclusions from new and changing information.

Shift your priorities in response to the demands of a situation.

Adjust your methods to deal with a changing situation or emergency.

Does everything in the Demonstrates Flexibility/Adaptability column.

Sees the bigger picture.

Creative problem solving: thinking innovatively to solve a problem.

Dealing with uncertain and unpredictable work situations: able to become productive despite the occurrence of unknown situations.

Learning and manipulating new technology, tasks, and procedures.

Bounce back and learn from setbacks and maintain a positive attitude.

Look for ways to make changes work rather than identifying why change won't work.

**Demonstrates Flexibility/Adaptability**

**Demonstrates OMNI Flexibility/Adaptability**

## WORD PICTURE FOR PROBLEM SOLVER

### **Needs Work On Problem Solving**

Presents as helpless when presented with obstacles.

Discusses problems being faced without identifying problem-solving attempts, or future problem-solving solutions.

Cannot adequately conceptualize the nature of the problem.

Abdicates responsibility for solving a problem to someone else.

Ignores a problem, defaults to doing nothing at all, or gives up and lets the problem continue.

Fails to follow through with implementation of solution.

Their problems become the problems of others.

Paralyzed by options.

Fails to anticipate and ameliorate effects of potential problems.

### **Demonstrates Problem Solving Skills**

Doesn't demonstrate the behaviors in the Needs Work column.

Able to anticipate a potential problem w/o irrational fear, and identify an existing problem.

Self-correcting when complicit in the problem precipitation or solution failure.

Spend more time in prevention than intervention/remediation.

Can be flexible, doesn't always have to be right, and understands that there are different perspectives and a variety of elements effecting the situation and that idealistic or rigid thinking may be counterproductive.

Able to evaluate the effectiveness of the solution being implemented, and have contingencies prepared in case the solution does not work.

Is persistent in pursuing a good/strong resolution to the problem.

Avoids drama, e.g. vocalizing discontent with, or criticizing other views, creating conflict, making the process personal, polarizing statements, contagion of negativity, etc.

### **Demonstrates OMNI Problem Solving**

Does all the things in the Demonstrates Problem Solving column.

Demonstrates the empathy to consider every point of view or perspective as their own.

Create fair solutions and make a commitment to not letting self-interest drive the decision.

They avoid automatically defaulting to past experience for the answer to a problem, and evaluate at every problem with a clean slate, open to new ways of thinking and options.

Go beyond solving the problem, and seek to develop a permanent rather than Band-Aid solution.

Can gain buy-in from all parties involved to a solution. Not just through threats or go along to get along agreement, but rather a commitment that the solution is the best course of action at that specific time to that specific problem.

PROFESSIONALISM WORD PICTURE

**Needs Improvement On Demonstrating Professionalism**

Does not consistently adhere to Professional Code of Ethics or agency standards

Reliability - struggles with meeting requirements, duties and expectations of the position.

Takes a stance of not my job.

Appearance is not consistent with agency standards or dress code

Does not maintain appropriate decorum.

Does not meet accountability criteria for OMNI.

Does not adhere to policies, procedures, or follow supervisory directives.

Requires constant reminders to get tasks done or comply with required trainings, policies, procedures.

Does not take initiative to do what needs to be done, or relies on others to take care of or address a task or problem.

Does not display characteristics or behaviors in Needs Improvement On Demonstrating Professionalism column.

Is prepared for meetings, interactions with service constituencies, presentations.

Presents well prepared and thoughtful verbal and written communications to external constituencies.

Pursues quality results.

Reinforces personal reputation as a professional.

Does not diminish OMNI's reputation as a professional organization.

Pursues ongoing training and development.

Presents a sense of ownership and pride for their work.

Maintains high standards of ethics and integrity.

Management, colleagues, and external sources trust the professional to do the right and necessary things, and do those things well.

Fulfills commitments.

Maintaining a positive attitude.

Maintains poise even in difficult, challenging, or adverse situations.

Fulfills all characteristics and behaviors identified in the Demonstrates Professionalism column.

They can be trusted and given higher levels of responsibility within the organization.

Enhances OMNI's reputation as a professional organization, inspiring confidence

It is clear that a professional is defined differently than an average worker.

Professionals strive to be among the best in their field.

Makes their colleagues better.

**OMNI Professionalism**

**Demonstrates Professionalism**

## WORD PICTURE OF SELF-DIRECTED BEHAVIOR

### Needs Work On Self-Directed Behavior

Inconsistent, reoccurring up/down performance cycles.

Fails to bring commitment or energy to the job every day.

Factors outside of workplace affect performance.

Failures, obstacles, disappointments, problems result in diminished drive and performance as opposed to being motivators.

Attempts only to meet minimum expectations, sliding by, and not aspiring to excellence or high performance.

Accepting mediocrity.

Require constant praise and external motivation.

Does not pursue self-learning

Not volunteering to take on more responsibility or tasks without the expectation of some reward.

Lacks focus, drive direction.

Improvement over time is negligible.

Need to constantly be directed, reassured, coaxed, motivated.

Blames others or external forces for failures, screw-ups, problems, or short-comings.

Expresses a lack of control over result/outcomes.

Not my job.

### Demonstrates Self-Directed Behavior

Doesn't demonstrate any of the characteristics in the Needs Work On Self-Directed Behavior column.

Are motivated by challenges.

Motivated to meet goals.

Remain focused and disciplined in their work in spite of external circumstances.

Motivated to pursue self-learning.

Persevere towards achievement.

Are accountable and take responsibility for results.

Will take on more responsibility/tasks when asked without protest.

Independently organized and disciplined to committed to accuracy quality, and productivity meeting deadlines without much direction or oversight.

Sound judgement is demonstrated through: service related decision making; rule, policy, procedure, and standard adherence.

Executes directives effectively.

### OMNI Self-Directed Behavior

Does everything in the Demonstrates Self-Directed Behavior column.

Set their own goals that exceed expectations and are disappointed when those goals are not met.

Is less impressed with their high performance than leadership.

Don't need external motivation or praise to perform well.

Very rarely satisfied with results.

Are self-critical.

Persistent while remaining flexible.

Offers to help or take on more responsibility/tasks or assist colleagues without being solicited.

Can organize their work in spite of schedule interruptions, changes, challenges, unexpected demands or circumstances.

## WORD PICTURE SELF-DISCIPLINE

### Needs Work On Self-Discipline

Fails to complete tasks on time.

Does not manage time effectively.

Does not effectively prioritize tasks.

Does not follow-through with tasks to completion.

Does not pursue quality in tasks.

Allows or seeks non-critical distractions to avoid responsibilities that are difficult or boring.

Avoiding unpleasant tasks, e.g. paperwork, reports, returning phone messages email requests.

Alibis, blames others, or attributes failures to complete tasks as expected on circumstances beyond their control.

### OMNI Self-Discipline

Does not exhibit associated behaviors identified in the Needs Work On Self-Discipline column.

The ability to do what is required whether you feel like it or not.

Understanding priorities and completing tasks accordingly.

Complete paperwork and reports on time, return phone calls and emails promptly, be present for appointments and meetings on time.

Awareness of what you are doing or not doing.

Overcoming uncomfortable feelings like boredom, frustration, fear, conflict, or resistance that promote the behaviors in the Needs Work On Self-Discipline column.

The ability to arrive at a decision and follow it with perseverance, until its successful accomplishment.

It is the strength to withstand physical, emotional and mental hardships and difficulties.

Does not allow success to prompt slacking off.

Sticks to achieving goals.

WORK ETHIC WORD PICTURE

**Needs Work On Work Ethic**

Lacks punctuality for meetings and appointments.

Does not organize time or priorities effectively.

Does not complete tasks on time.

Results do not meet quality expectations.

Results do not meet productivity standards.

Consistent poor performance.

Inconsistent 'roller coaster' performance.

Requires micromanagement.

Requires supervisor attention, reminders, direction, intervention to complete routine tasks.

Spends time during the workday on personal tasks or activities.

Insufficient cooperation related to supervisor requests/directives, and support of program efforts/teamwork.

Lack of reliability related to meeting performance expectations, adhering to policies and standards, or decision making.

Not my job.

**Demonstrates Positive Work Ethic**

Does not demonstrate characteristics in Needs Work On Work Ethic column.

Dependable and consistent positive performance.

Meets productivity expectations.

Cooperative teamwork.

Follows direction.

Demonstrates integrity through behaviors.

Trustworthy to make sound decisions and follow-through with effective execution.

Honest in communications.

Punctual for meetings and appointments, timeliness in meeting deadlines.

Values and demonstrates attention to detail and quality.

Maintains and expresses positive attitude about their job, the service constituencies, and the organization.

Committed to getting the job done right and on time.

Embraces organization culture.

Self-critical.

**OMNI Work Ethic**

Demonstrates the characteristics and behaviors in the Demonstrates Positive Work Ethic column.

Inspires confidence in relation to dependability among colleagues.

Exceeds expectations.

Committed to pursuing something better in relation to results and outcomes for service recipients, program performance, and personal performance.

Always happy, never satisfied.