

	High	Solid	Low
S ervice	Demonstrates concern for exceeding internal and external customers' expectations. Uses customer feedback and complaints to make changes that improve service. Consistently anticipates customer concerns and tells them what to expect. Is recognized by customers as consistently providing exceptional customer service.	Demonstrates concern for meeting internal and external customers' expectations. Shows enthusiasm in providing services. Asks questions and accurately interprets customer's needs or expectations of the service or work output. Responds to customers with an appropriate level of urgency. Keeps own emotions from interfering with responding effectively to customer's needs.	Frequently ignores customers' requests, questions and concerns. Creates a negative impression by using inappropriate body language, voice tone, talks in a condescending manner or inappropriately uses technical jargon. Discusses personal matters or confidential business in the presence of customers.
P erformance	Promotes improvement; is one step ahead; consistently evaluates the total situation and thinks of creative new ways to improve the situation; selects most effective approach using all available resources.	Constantly works to deliver efficient, high quality services and make improvement in services, work processes and results to ensure excellence in performance. Offers constructive suggestions to improve own work; listens non-defensively and with an open mind to suggestions and complaints; recognizes situations that need special attention.	Consistently complains with infrequent or no problem solving effort; willfully blames other for poor service rather than taking responsibility for turning a negative situation into a positive one.
I nnovation	Acts as the hospital cheerleader, seeking ideas and suggestions for improvement. Wins over others effectively as supporters of new ideas or changes. Displays a high level of curiosity and translates it into new approaches to solutions. Gets involved with other departments and Associates to brainstorm and problem-solve.	Demonstrates the ability to generate creative and valuable ideas and to use the ideas to develop new or improved processes, methods, systems, products or services hospital-wide as well as in one's own department. Tries new methods for completing required tasks, challenging the status quo. Takes action to call attention to a problem or heighten the awareness of a need to change.	Is resistant to change: actively tries to convince others to resist change or passively does nothing to implement change. Habits and approaches are stale; has a narrow perspective - Does not see the Big Picture. Identifies problems but does not identify resolutions
R espect	Consistently demonstrates creativity and respect when interacting with others and shows concern and openness for others' ideas and feelings even in difficult and complex situations. Looks at issues and opportunities from other's viewpoint before making decisions.	Creates an atmosphere of valuing, accepting and honoring the dignity of others. Interacts with others in a respectful manner. Listens and responds with concern and openness for others' ideas and feelings. Acts to protect and does not violate or compromise the privacy or confidentiality of information or patient issues.	Frequently demonstrates mistrust of others' ideas and feelings; is antagonistic toward others (chip on shoulder)
I ntegrity		Acts in an ethical and honest manner as detailed in The Code of Ethical Behavior and Privacy Policy. Assumes personal accountability and a conviction to do the right thing. Demonstrates concern about own credibility; builds trust by taking commitments seriously and follows through to meet them.	Fails to recognize unethical situations - overlooks or hides from situations. Does not act in accordance with The Code of Ethical Behavior and Privacy Policy. Does not follow through on commitments.
T eamwork	Consistently demonstrates high degree of mutual trust and confidence within the team; utilizes collaborative ways which promote a win/win situation; consistently contributes to and participates in team decisions; anticipates team needs and promotes creativity (new ideas) and flexibility within the team. Identifies and pushes for solutions in which all parties can benefit.	Willingly cooperates and works collaboratively toward solutions which generally benefit all involved parties; works cooperatively to accomplish hospital objectives. Seeks the input of group members and encourages participation. Functions with mutual trust and confidence. Participates collaboratively and supports team decisions. Reacts positively to creativity (new ideas). Recognizes and responds to need for help from other team members.	Undermines trust and confidence among team members; Demonstrates opposition to collaboration with the team. Fails to participate in team decisions. Exhibits inflexibility in response to team needs. Reacts negatively to creativity (new ideas).

	High	Solid	Low
Definition	<p>Problem solves</p> <p>You relax when they are scheduled</p> <p>Good influence/mentor to others</p> <p>Use for peer interviews</p> <p>Five Pillar Ownership</p> <p>Brings solutions</p>	<p>Good attendance, comes to work on time & starts working on time</p> <p>Good attitude</p> <p>Loyal most of the time</p> <p>Influenced by high and low performers</p> <p>Wants to do a good job</p> <p>Could just need more experience</p> <p>Identifies/helps managers be aware of problems</p>	<p>Points out problems in a negative way.</p> <p>Positions leadership poorly.</p> <p>Master of we/they</p> <p>Passive Aggressive</p> <p>Thinks they will outlast the leader</p> <p>Says manager is the problem</p> <p>Blames others</p>
Professionalism	<p>Models behavior</p> <p>Accepts & provides constructive feedback</p>	<p>Adheres to unit policies concerning breaks, personal phone calls, leaving the work area, and other absences from work. Considerate of unit, patient and visitor needs</p>	<p>Does not communicate effectively about absences from the work areas. Handles personal phone calls in a manner that interferes with work. Breaks last longer than allowed.</p>
Teamwork	<p>Demonstrates high commitment to making things better for the work unit and organization as a whole. Willing to go above and beyond for the good of the patient, department or organization.</p>	<p>Committed to improving performance of the work unit and organization.</p>	<p>Demonstrates little commitment to the work unit and the organization.</p>
Knowledge and Competence	<p>Eager to change for the good of the organization. Strives for continuous professional development & delivering the highest possible quality and service to both internal and external customers.</p>	<p>Invests in own professional development. May require coaching to fully execute.</p>	<p>Shows little interest in improving own performance or the performance of the organization. Develops professional skills only when asked.</p>
Communication	<p>Consistently comes to work with a positive attitude. Proactive & open, effective communication within department and across the organization.</p>	<p>Usually comes to work with a positive attitude. Occasionally gets caught up in the negative attitude of others. Usually communicates effectively with leaders & peers.</p>	<p>Comes to work with a negative attitude. Has a negative influence on the work environment. Does not effectively communicate with</p>

			leaders & peers.
Patient & Associate Safety Awareness	Proactively identifies issues, shares & reports potential near misses, acts as a safety champion	Demonstrates the behaviors of safety awareness in all aspects of work.	Performs the work with little regard to the behaviors of safety awareness.

Name of Associate: _____

Assessed by: _____

Date: _____

Overall rating: High Solid Low

Justification of overall rating:

Development opportunities: