

SAMPLE DESCRIPTIONS OF SERVICE VALUES BEHAVIORS BY PERFORMANCE RATINGS:

DOES NOT MEET	MEETS-	MEETS	MEETS+	EXCEEDS
PERFORMANCE IS BELOW EXPECTATIONS FOR MANY BEHAVIORS, DUTIES, AND/OR RESPONSIBILITIES. IMMEDIATE IMPROVEMENT IS NECESSARY.	PERFORMANCE MEETS EXPECTATIONS FOR BEHAVIORS, DUTIES, AND/OR RESPONSIBILITIES SOME OF THE TIME.	PERFORMANCE MEETS EXPECTATIONS FOR MOST BEHAVIORS, DUTIES, AND/OR RESPONSIBILITIES AND MAY OCCASIONALLY EXCEED EXPECTATIONS.	PERFORMANCE ALWAYS MEETS AND FREQUENTLY EXCEEDS EXPECTATIONS FOR MOST BEHAVIORS, DUTIES, AND/OR RESPONSIBILITIES BOTH THE QUANTITY AND QUALITY OF WORK.	PERFORMANCE EXCEEDS EXPECTATIONS FOR ALL BEHAVIORS, DUTIES, AND/OR RESPONSIBILITIES ON A SUSTAINED BASIS.
EXCEPTIONAL CUSTOMER SERVICE <i>Focus on Empathy, Communication and Compassion</i>				
Frequently puts self and personal needs first. Often does not approach work from the perspective of others.	Occasionally becomes distracted and/or self focused thereby not focusing on empathy, communication & compassion.	Demonstrate a genuine sense of caring about the well-being and feelings of others.	Coaches others to ensure they are demonstrating a genuine sense of caring about the well-being and feelings of others.	Develops tools and techniques to support others to ensure they are demonstrating a genuine sense of caring about the well-being and feelings of others.
Frequently does not meet commitments and demonstrates no concern over missing the commitment.	Occasionally does not meet commitments and does not provide a rational explanation as to why commitment was missed.	Follow-through on commitments to customers, those you make and those stated in NorthShore policies	Engages others to actively follow up on any perceived commitments to customers.	Anticipates questions that may arise and takes action to head off any potential issues or concerns.
Frequently ignores others in time of need.	Occasionally does not demonstrate sensitivity to others and puts own needs before others	Demonstrate sensitivity to those who are sick, scared, vulnerable and/or under time pressure.	Often provides added assistance to those who are sick, scared, vulnerable and/or under time pressure by helping them with their tasks over and above one's own personal responsibility.	Role models and provides extra assistance above and beyond job responsibilities and has documented tools and techniques for use to excel at this value.
Panics under normal circumstances and is not able to focus on problem resolution.	Becomes somewhat agitated under stressful situations and seeks others guidance before proceeding.	Maintain a professional and calm demeanor under stressful situations; treat customers with respect	Helps others maintain a calm and professional demeanor in stressful situations.	Provides direction and leadership while under duress that enables quick and satisfactory problem resolution.
Frequently has his/her say first and jumps to conclusions before understanding a situation.	Occasionally interrupts others during a conversation and jumps to conclusions about a situation rather than seeking first to understand.	Listen patiently and without interruptions, to fully understand and acknowledge the thoughts of others.	Uses good questioning techniques to better understand the situation.	Coaches others to ask appropriate probing questions to ensure complete understanding of the situation before responding.
Does not understand his/her own role in responding to customer expectations. Considers customers as a disruption.	Not able to or interested in discerning customer expectations and therefore misses opportunities to serve.	Understand customer expectations and your responsibility in responding to them.	Anticipates new customer expectations and adapts responses to meet them.	Role models and provides guidance to others to understand customer expectations and to take responsibility for responding to them.
Often makes excuses and does not use service recovery behaviors.	Sporadically uses service recovery behaviors.	Use service recovery behaviors: offer appropriate apologies, explanations and resolutions.	Coaches others on service recovery behaviors as required to ensure appropriate situation handling.	Develops standards of service recovery processes that can be applied across the team.
Rarely addresses the customer by any name during an interaction.	Often forgets to address the customer by name during an interaction.	Address customers by their formal name (Mr., Ms., Mrs.) or requested name at least once during an interaction.	Uses the customer's formal name and other encouraging prompts to ensure an optimal customer experience.	Develops tools and/or processes for the team to help appropriately address customers and ensure an optimal customer experience.

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DOES NOT MEET	MEETS-	MEETS	MEETS+	EXCEEDS
Often avoids eye contact and lacks courtesy, which creates an uncomfortable situation with customers.	Sometimes forgets to make eye contact with customers and misses opportunities to demonstrate courtesy and attentiveness to the customers' needs.	Make eye contact with customers to demonstrate courtesy and attentiveness, while being sensitive to cultural differences.	Uses eye contact to help build rapport, while respecting cultural differences. Often uses encouraging responses to demonstrate courtesy and attentiveness.	Not only consistently builds rapport with customers but also steps in and helps others with customers to ensure an optimal customer experience.
Is frequently careless regarding confidential information and does not practice good processes to secure confidential information.	Occasionally breaches confidence inadvertently in an effort to solve a problem.	Maintain confidentiality in verbal, written and electronic communication.	Often coaches others when there is a question around the appropriateness of action relative to confidentiality.	Role models and sets the standards for confidentiality of work inputs and products. Guides others to appropriately utilize proper techniques to maintain confidentiality.

SUPPORTIVE WORKPLACE INTERACTIONS Focus on Teamwork and Positive Outlook

Focuses mainly on individual work – rarely attempts to integrate with the team.	Sometimes inappropriately works independent of team – these actions may lead to rework and hard feelings on the team.	Work cooperatively, as a positive contributor to the “team,” such as helping, supporting and appreciating colleagues.	Coaches other team members during difficult situations and actively encourages others to collaborate as a team through recognition and appreciation.	Role models and leads collaborative team efforts to resolve issues or manage project work.
Frequently portrays a negative image which impacts own work and team's image/work.	At times, allows negative behavior to impact own work and/or team's work.	Demonstrate a positive attitude in all workplace interactions.	Often encourages and coaches others to shift from negative focused behavior into positive actions.	Role models and inspires others to demonstrate a positive attitude in all workplace interactions.
Tends to avoid working with others even when necessary.	Sometimes forgets to include appropriate people in work. This can lead to hard feelings and/or unproductive efforts.	Work effectively with others while respecting differences of opinion and style.	Actively seeks out others with differing opinions to ensure multiple perspectives are considered when developing solutions.	Often leads team efforts to ensure inclusion and relevant solutions have been vetted from all perspectives.
Is frequently not open to feedback and tends to resist feedback to the point of becoming a barrier to learning.	Initially becomes defensive when feedback is provided.	Accept and provide positive and constructive feedback as an opportunity to learn and improve.	Often seeks out feedback as an opportunity to learn and improve on own behaviors and processes. Often provides constructive feedback to develop others.	Develops a learning plan to address any feedback and ensure it is incorporated into daily work and behaviors. Actively coaches and provides constructive feedback to develop others and the team.
Typically ignores important information about people/situations and draws conclusions before gathering facts to understand the real issues.	At times, jumps to judge a situation before obtaining the facts to understand the real issues of a situation.	Apply information about people, situations and processes before making judgments.	Actively gathers and considers the facts and conducts comparative analysis before making judgments.	Uses advanced modeling to assess situations to ensure complete understanding and appropriate solution development.
Rarely follows established processes, protocols and workflows.	At times, inappropriately does not follow established processes, protocols and workflows.	Follow established processes, protocols and workflows.	Coaches and provides feedback to others on following established processes, protocols, and workflows.	Develops processes, protocols and workflows for the team to deliver an optimal customer experience.
Often avoids responding to any customer requests that seems to vary from standard job responsibilities.	At times, Is not open to customer requests especially if caught up in other work at the time.	Respond positively and willingly to customer requests for assistance.	Anticipates customer requests and seeks to assist before being asked.	Consistently seeks to help customer requests even if they are for another area. Follows-through with the other area to ensure customer needs are met.
Work area is frequently disorganized and is unable to easily find information.	Sometimes has a lot of clutter in and around work area.	Keep your work environment clean and presentable.	Finds time to help other team members in organizing their work area	Takes responsibility to ensure adjacent work areas and customer entry points are organized, kept clean and presentable.

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PROFESSIONAL WORK ETHIC <i>Focus on Integrity, Initiative and Results</i>				
Frequently does not take responsibility or accountability for own work. Tends to place blame if work does not meet expectations.	Sometimes engages in behavior that does not demonstrate personal and ethical accountability. At times, looks to place blame before accepting accountability.	Reflect a sense of personal and ethical accountability for the work you do.	Encourages and coaches others to consider the personal and ethical accountability in completing work and the impact on established reputation.	Represents the department on accomplishments and takes ownership to deliver a quality work product that enhances the established reputation.
Often applies a lower standard to work and does not consider the impact of personal actions and behaviors to NorthShore.	At times, does not represent professional work behaviors and adds to creating a negative customer experience.	Demonstrate understanding that you represent NorthShore to each customer.	Maintains and utilizes an in-depth knowledge of most areas of the organization and taps into this information to support each customer.	Has acted and continues to act as a representative of NorthShore because of the knowledge of the organization. Consistently demonstrates professionalism.
Often misconstrues the facts in communication.	At times, is not forthcoming with all of the information needed in a situation.	Communicate in an honest and ethical manner to gain the trust and support of others at all levels.	Organizes regular meetings to ensure that there is always a safe vehicle for open and honest dialogue.	Inspires honest and ethical behavior by maintaining confidences and commitments and giving credit where deserved. Has earned the trust and respect of all levels.
Often requires guidance to resolve problems and typically can not complete on own.	Sometimes must be encouraged to resolve problems. Does not frequently take the initiative.	Take initiative to resolve problems and meet customer requests.	Coordinates the effort of the team to resolve problems and meet customer requests.	Coordinates the effort and processes of many individuals from different teams all to focus on and resolve customer requests and/or problems.
Often avoids any additional work – focuses on doing the bare minimum and resists change.	At times, unwilling to help and insists on focusing on own work.	Be flexible and embrace change with “can do” attitude.	Is frequently the first one to volunteer to help out as work processes change and communicates changes to others.	Is viewed and respected as a change agent and often leads the change effort. Frequently teaches new processes with a positive attitude.
Is often absent from or late to work. Even when present, does not ensure there is coverage or that work gets completed on a timely basis.	Carries multiple occurrences in absences and does not ensure work is covered during those absences.	Demonstrate reliability in attendance and punctuality.	Even when missing work, ensures that all the work intended for the missed time is completed.	Develops a system or process to ensure there is adequate back-up and coverage of work at all times.
Frequently misses work and can not be counted on to complete assignments.	At times, misses meetings or deadlines and can not be counted on to get the work done.	Demonstrate reliability to complete duties in a professional, timely and accurate manner.	Consistently completes own duties and often aids team members so they can complete their work.	Anticipates well and is consistently prepared to complete duties outside of his/her responsibility.
Tends to work on what is most convenient regardless to its priorities.	At times, is confused about what are priorities, so as a result, spends time on less important work first.	Be results-oriented; establish priorities to work on what is important.	Consistently prioritizes work appropriately to produce quality results and able to deliver beyond expectations.	Ensures that work is aligned to organizational strategies and goals. Coaches others on how to better prioritize workload and deliver quality products on time.