

## CREATIVITY AND INNOVATION

Applies creative problem-solving skills to his/her work to develop solutions to problems; recognizes and demonstrates the value in taking appropriate risks that are consistent with agency directives; *learns from mistakes*; develops multiple alternatives and understands the feasibility of each; effectively shares and implements his/her ideas.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
<p><b>Recognizing Problems and Opportunities</b> Resists change even in the face of compelling evidence for a new course of action.</p>	<p>Recognizes and takes appropriate action to effectively address inefficiencies or quality problems.</p>	<p>Continuously evaluates work processes and looks for opportunities to increase efficiency or quality of work product.</p>
<p><b>Risk-taking</b> Avoids taking risks; rigidly adheres to existing processes; unwilling to consider new ways of doing things.</p>	<p>Evaluates new ideas and takes informed risks by trying new and different ways of doing business.</p>	<p>Promotes new and creative ways to meet goals; takes informed risks and encourages others to do the same.</p>
<p><b>Cross-functional Integration</b> Blocks new ideas by not being receptive, sharing information, and/or exploring opportunities.</p>	<p>Integrates input and ideas from different sources and shares information with others when exploring opportunities.</p>	<p>Vigorously explores opportunities and ideas, consulting with others who may be affected by any change or who may have valuable input into decision-making.</p>
<p><b>Implementing, Evaluating and Adjusting</b> Does not implement new approaches or implements new approaches that are ineffective or unreasonable and refuses to consider alternatives.</p>	<p>Implements new ways of getting the job done, evaluates results, modifies approach to improve outcomes.</p>	<p>Develops appropriately comprehensive plans before implementing changes; evaluates and modifies approach as needed on an ongoing basis to ensure success.</p>
<p><b>For Supervisors</b> Does not act on information pertaining to the interdependencies between issues and processes in their functional area of expertise or department.</p>	<p>Identifies and acts upon the underlying connections of potential conflicts between new ideas, pieces of data, or aspects of a situation.</p>	<p>Identifies and visualizes options and formulates innovative approaches for implementation.</p>