

TRANSFORMERS OF GOVERNMENT

Develops innovative approaches to address problems and drive continuous improvement in agency programs and processes; drives effective and smooth change initiatives across the agency by communicating, confirming understanding, and actively working with stakeholders to overcome resistance.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
<p>Continuous Improvement Orientation Accepts current practices even when they are ineffective or inefficient. Is resistant to risk-taking or change.</p>	<p>Continuously looks for ways to improve the work or service provided. Actively involves those who do the work in improving the process. Understands end users and brings their perspective into continuous improvement efforts. Exhibits courage by challenging bureaucracy and non-value added processes.</p>	<p>Persistently reviews operations and methods to find areas for improvement. Facilitates buy-in for change with those who perform the work. Advocates for improvement even when change is unpopular.</p>
<p>Stakeholder Relations Implements changes without involving appropriate stakeholders.</p>	<p>Introduces new ideas to relevant stakeholders and gathers feedback to refine ideas and ensure their effectiveness.</p>	<p>Consistently gains active involvement of relevant stakeholders to ensure new initiatives and current services take into account their desires and concerns.</p>
<p>Change Management May verbalize support for change initiatives but does not show enthusiasm, confidence or belief in the change.</p>	<p>Shows enthusiasm and confidence in new ideas, generates support for change among others.</p>	<p>Energizes others to embrace change initiatives, understands impacts on others, and anticipates and proactively addresses resistance in order to ensure success.</p>
<p>Metrics May successfully implement changes within own organization but does not adequately track the effect of changes.</p>	<p>Establishes metrics for success and tracks those metrics, making adjustments as needed to ensure change initiatives are effective.</p>	<p>Defines and tracks success, takes definitive action when progress is delayed or impeded, and adjusts approach as needed to continually engage the organization in change efforts.</p>