

## Commitments Rating Scale

<b>EXCEPTIONAL</b>	Consistently surpasses expectations in demonstrating Fairview's 10 Commitments, while serving as a role model and inspiration to others.
<b>EXCEEDS EXPECTATIONS</b>	Consistently exceeds expectations in demonstrating Fairview's 10 Commitments, while serving as a role model to others.
<b>MEETS EXPECTATIONS</b>	Consistently demonstrates Fairview's 10 Commitments as they are written.
<b>NEEDS IMPROVEMENT</b>	Inconsistently demonstrates Fairview's 10 Commitments.
<b>UNSATISFACTORY</b>	Consistently lacks demonstration of Fairview's 10 Commitments. Effort towards these behaviors is minimal.

### So how do I translate this to my team?

1. Review Fairview's [10 Commitments](#).
2. Reflect on the employee's behaviors.
3. Using the Commitments and the rating definitions, apply the definitions to your observations of the employee's ability to apply and demonstrate the 10 Commitments.

## Commitments Rating Scale Examples

	<b>Respect for People</b>	<b>Continuous Improvement</b>
<b>Exceptional</b>	<ul style="list-style-type: none"> <li>• Is viewed as a role model of how to convey respect for others, their cultures, values, perspectives, and beliefs.</li> <li>• Holds self and others accountable and promotes positive action</li> <li>• Thoughtfully and skillfully demonstrates advanced skill and tact when handling difficult situations, information, or matters</li> </ul>	<ul style="list-style-type: none"> <li>• Seeks out partnerships across the organization to build solutions, offer support, and provide expertise</li> <li>• Analyzes the work to identify opportunities for improvement and uses system thinking to consider impacts, sharing and providing coaching to peers about these opportunities</li> <li>• Tackles complex and challenging projects, collaborating with others to ensure success.</li> <li>• Challenges the status quo and pushes for new goals when the current goal is achieved, encourages others to do the same</li> </ul>
<b>Exceeds Expectations</b>	<ul style="list-style-type: none"> <li>• Holds self and others accountable</li> <li>• Consistently demonstrates respect for others, their cultures, values, perspectives, and beliefs in their capacity</li> <li>• Regular demonstration of skill and tact when handling difficult situations, information, or matters</li> <li>• Seeks out trends and best practices in their areas of responsibility, often integrating these learnings into work practices</li> </ul>	<ul style="list-style-type: none"> <li>• Partners with others throughout the organization to build solutions, offer support, and provide expertise</li> <li>• Analyzes the work to identify opportunities for improvement and uses system thinking to consider impacts, sharing opportunities with team members</li> <li>• Takes on complex and challenging projects and collaborates with other to ensure success</li> <li>• Challenges the status quo and pushes for new goals when the current goal is achieved</li> </ul>
<b>Meets Expectations</b>	<ul style="list-style-type: none"> <li>• Accepts responsibility and takes action</li> <li>• Listens to and expresses understanding to individual and team needs, views, and concerns</li> <li>• Is direct, transparent and respectful in communications and builds trust, sharing information to move work forward</li> <li>• Is open to learning about new trends and best practices in areas of responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Considers departmental and organizational impacts when making decisions</li> <li>• Effectively applies existing standards to work, openly acknowledges opportunities to improve work</li> <li>• Takes appropriate action, including collaborating, to meet, set and agree on expectations</li> <li>• Identifies ways to do the work better (faster, more safely, etc.) and takes actions to drive improvements forward</li> </ul>

<p style="text-align: center;"><b>Needs Improvement</b></p>	<ul style="list-style-type: none"> <li>• Does not consistently accept responsibility, takes action only when directed to do so</li> <li>• Occasionally listens to others' needs, views, and concerns, but is often more intent on being heard</li> <li>• Messages are occasionally hard to decipher, communication with others does not always build trust, and does not consistently share information to move work forward</li> <li>• Does not express interest in learning about new trends and/or best practices in area of responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Does not consistently consider departmental and organizational impacts when making decisions about work</li> <li>• Is unsure of how to apply existing standards to work, at times acknowledges opportunities to improve work</li> <li>• Occasionally identifies problems, but does not bring forward possible solutions or take appropriate action to meet, set and agree on expectations</li> <li>• Is unable to find ways to do the work better, does not always take action to drive improvements forward</li> </ul>
<p style="text-align: center;"><b>Unsatisfactory</b></p>	<ul style="list-style-type: none"> <li>• Is reluctant to accept responsibility and take action</li> <li>• Presents self as disagreeable, defensive, distant, or aloof to others; disregards others' needs, concerns, or experiences</li> <li>• Conveys messages that are often hard to decipher and/or comes across as rude or abrasive</li> <li>• Is unaware of and/or ignores new trends and practices in areas of responsibility; resistant to learning about industry trends</li> </ul>	<ul style="list-style-type: none"> <li>• Drives a personal agenda and builds solutions that don't account for impact to other departments</li> <li>• Fails to use standards to guide work, tolerates and makes excuses for inefficiency in their work</li> <li>• Is unwilling to incorporate new solutions into work, does not make efforts to increase efficiency of work</li> <li>• Focuses on individual outcomes and measures</li> <li>• Accepts the status quo and does not offer solutions for improvement</li> </ul>