

# Set and Hold Standards

A Fairview Commitment grounded in the principle of *Continuous Improvement*

*I set standards and hold myself and others accountable to those standards.*

## Key Behaviors

Set Standards • Apply Standards • Accountable • Transparent

**Example Actions:** When setting and holding standards, our key behaviors are demonstrated in many ways. We must always strive to achieve or exceed expectations in how we Set and Hold Standards. To help understand what actions are expected of us, example actions are provided for each of the key behaviors.

	Unsatisfactory	Meets Expectations	Exceptional
Set Standards	<ul style="list-style-type: none"><li>• Avoids conflict and/or personal discomfort when setting standards.</li></ul>	<ul style="list-style-type: none"><li>• Finds ways to standardize work.</li><li>• Makes decisions around standards in a timely manner, under tight deadlines and pressure.</li></ul>	<ul style="list-style-type: none"><li>• Integrates new information and learning to improve standards mid-stream as necessary.</li></ul>
Apply Standards	<ul style="list-style-type: none"><li>• Fails to use standards to guide work.</li></ul>	<ul style="list-style-type: none"><li>• Effectively applies existing standards to work.</li></ul>	<ul style="list-style-type: none"><li>• Continuously improves existing standards/ methods and encourages others to do the same.</li></ul>
Accountable	<ul style="list-style-type: none"><li>• Tolerates and makes excuses for inefficiency in their work.</li></ul>	<ul style="list-style-type: none"><li>• Openly acknowledges opportunities to improve their work.</li></ul>	<ul style="list-style-type: none"><li>• Provides peer-to-peer coaching to make sure standards are followed and support the work.</li></ul>
Transparent	<ul style="list-style-type: none"><li>• Withholds data or outcomes that may be seen as “poor.”</li></ul>	<ul style="list-style-type: none"><li>• Tracks work progress and outcomes in order to evaluate the work against expectations.</li></ul>	<ul style="list-style-type: none"><li>• Makes the work and outcomes visible and transparent.</li><li>• Uses data to drive improvements.</li></ul>