



Optimizes Work Processes BARS by Level

Optimizes Work Processes

Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.

Behavior	Needs Improvement	Meets Expectations	Exceeds Expectations
<i>Entry/Support</i>			
1. Adheres to defined and communicated standards, methods, and procedures.	Regularly acts in ways that don't comply with defined and communicated standards, methods, and procedures.	Generally follows defined and communicated standards, methods, and procedures.	Consistently adheres to defined and communicated standards, methods, and procedures.
2. Informs others about process problems.	Overlooks process problems or does not speak up about them, even when inefficiencies, errors, or obstacles are obvious.	Raises process problems with the appropriate individuals.	Quickly shares an analysis of process problems with the relevant stakeholders; engages in discussion about how to resolve the issue.
3. Seeks ways to work better within the processes.	Determines few ways to work better within processes; may allow inefficiencies to endure or simply ignore the process itself.	Seeks advice and finds ways to work better within processes.	Pursues, explores, and develops ways to ensure own work is as effective as possible within all relevant processes.
4. Suggests process and practice improvement ideas for own work area.	Communicates few or ineffective ideas for improving processes and work practices.	Offers some reasonable suggestions on how to improve processes and work practices.	Identifies several highly effective ways to improve processes and work practices.
<i>Individual Contributor</i>			
1. Addresses process breakdowns with speed and thoroughness.	Makes little effort to address process breakdowns or drive improvements to avoid future problems.	Takes prompt and effective action to address process breakdowns.	Swiftly resolves process breakdowns to ensure minimal disruption in workflow; takes steps to ensure problems do not recur.
2. Uses process analysis methods like metrics and benchmarks.	Seldom analyzes processes through metrics and benchmarks; remains unaware of opportunities for improvement.	Monitors the accuracy and quality of work methods using metrics and benchmarks.	Gives close attention to a variety of metrics and benchmarks; determines both major and subtle ways to optimize processes.
3. Focuses efforts on both processes and results.	Shows a preoccupation with process at the expense of outcomes, or pursues results without building coherent, repeatable processes.	Maintains a balance between processes and results.	Focuses on attaining key results, but also on optimizing processes to ensure quality and efficiencies.
4. Modifies own work activities and methods to eliminate wasted effort and inefficiencies.	Adheres to methods that result in too much wasted effort and inefficiency.	Takes some steps to ensure that activities and work methods are productive and efficient.	Regularly appraises own work methods and finds ways to achieve substantial boosts in efficiency and productivity.



Behavior	Needs Improvement	Meets Expectations	Exceeds Expectations
<i>Supervisor/Manager</i>			
1. Analyzes problems and process breakdowns to ensure that improvements are made.	Makes little effort to analyze problems and process breakdowns, other than to correct the immediate situation or problem.	Takes steps to learn from problems and process breakdowns and determines some improvements that can be made.	Ensures that problems and process breakdowns are fully examined and that improvements are fully integrated into all relevant work processes.
2. Focuses others on driving continuous improvement and quality outcomes.	Provides little incentive for or emphasis on continuous improvement within the team.	Establishes an environment that encourages and rewards continuous improvement and quality outcomes.	Orients and motivates people toward the goal of producing the highest-quality outcomes; creates an environment where people vigorously pursue continuous improvement.
3. Employs systems, processes, and workflows that help others deliver results without intensive managerial involvement.	Overlooks or underutilizes the processes that could enable others to handle day-to-day tasks efficiently, independently, and successfully.	Adopts the processes that equip others to handle day-to-day tasks effectively on their own.	Puts the systems in place that allow others to deliver day-to-day results swiftly, successfully, and independently.
4. Optimizes and integrates large-scale systems to improve quality and service.	Overlooks or does not address the system integration issues that might impede quality and/or service.	Identifies ways to integrate systems to improve quality and service.	Determines novel ways to integrate systems and deliver substantial upgrades in quality and service.
<i>Director/Executive</i>			
1. Ensures organization-wide adoption of best practices and lessons learned.	Allows best practices or lessons learned to be applied narrowly, missing opportunities to share them widely and improve results across the organization.	Takes steps to facilitate the organization-wide adoption of best practices and lessons learned.	Creates forums and venues so that best practices and lessons learned can be shared widely and applied across the organization.
2. Leads the organization in determining which work processes must remain in-house vs. those that can be outsourced or discarded.	Makes little effort to identify those processes that must remain in-house, holding onto processes that can be legitimately outsourced or discarded.	Supports and contributes to efforts to determine those processes that must remain in-house vs. those that can be outsourced or discarded.	Leads the organization in determining those processes that must remain in-house vs. those that can be outsourced or discarded.
3. Fosters an environment within the organization that promotes continuous improvement and quality outcomes.	Resists or gives little attention to promoting continuous improvement or quality outcomes.	Emphasizes and encourages continuous improvement and quality outcomes across the organization.	Drives multiple initiatives to promote, implement, or reward continuous improvement and quality outcomes throughout the organization.
4. Works with internal and external partners to ensure coordinated processes throughout the supply chain.	Seldom engages with internal and external partners on supply chain processes; may overlook or do little to resolve inefficiencies in these systems.	Connects with internal and external partners to maintain and improve effective processes in all parts of the supply chain.	Establishes and maintains ongoing dialogue with internal and external partners to ensure optimal processes and substantial gains in efficiency throughout the supply chain.