

Problem-Solving - Non-Manager

Problem Solving		
Unacceptable (1)	Meets Expectations (3)	Far Exceeds Expectations (5)
Seldom considers multiple sides of an issue; fails to consider consequences before making a decision.	Considers multiple sides of an issue. Weighs consequences before making final decision.	Breaks down problems into fundamental parts. Identifies root causes and addresses problems in ways that lead to innovative solutions.
Overlooks available information before making decisions; often appears uninformed.	Makes informed decisions based on available information.	Consistently, in all cases, makes informed decisions based on available and hard to find information. Utilizes information that is relevant, current and clear.
Overlooks issues, problems or opportunities which should be advanced in the decision making process. Fails to follow up.	Recognizes issues and determines actions needed to advance the decision making process. Follows up as necessary.	Recognizes typical as well as complex and unusual issues, and actions needed to advance the decision making process. Recommends possible solutions. Follows up to ensure resolution.
Struggles to find solutions when changing circumstances occur. Infrequently adjusts approach to achieve results.	Persists towards solutions when changing circumstances occur. Adjusts approach to achieve results.	Persists towards solutions when changing circumstances occur, and helps others do the same. Adjusts approach to achieve results and is mindful of the impact on others.
Is resistant to new ideas and processes.	Is open to new ideas and processes.	Is open to and creates new ideas and processes.

Please be mindful of different cultural norms and neurodiverse populations when applying these standards.