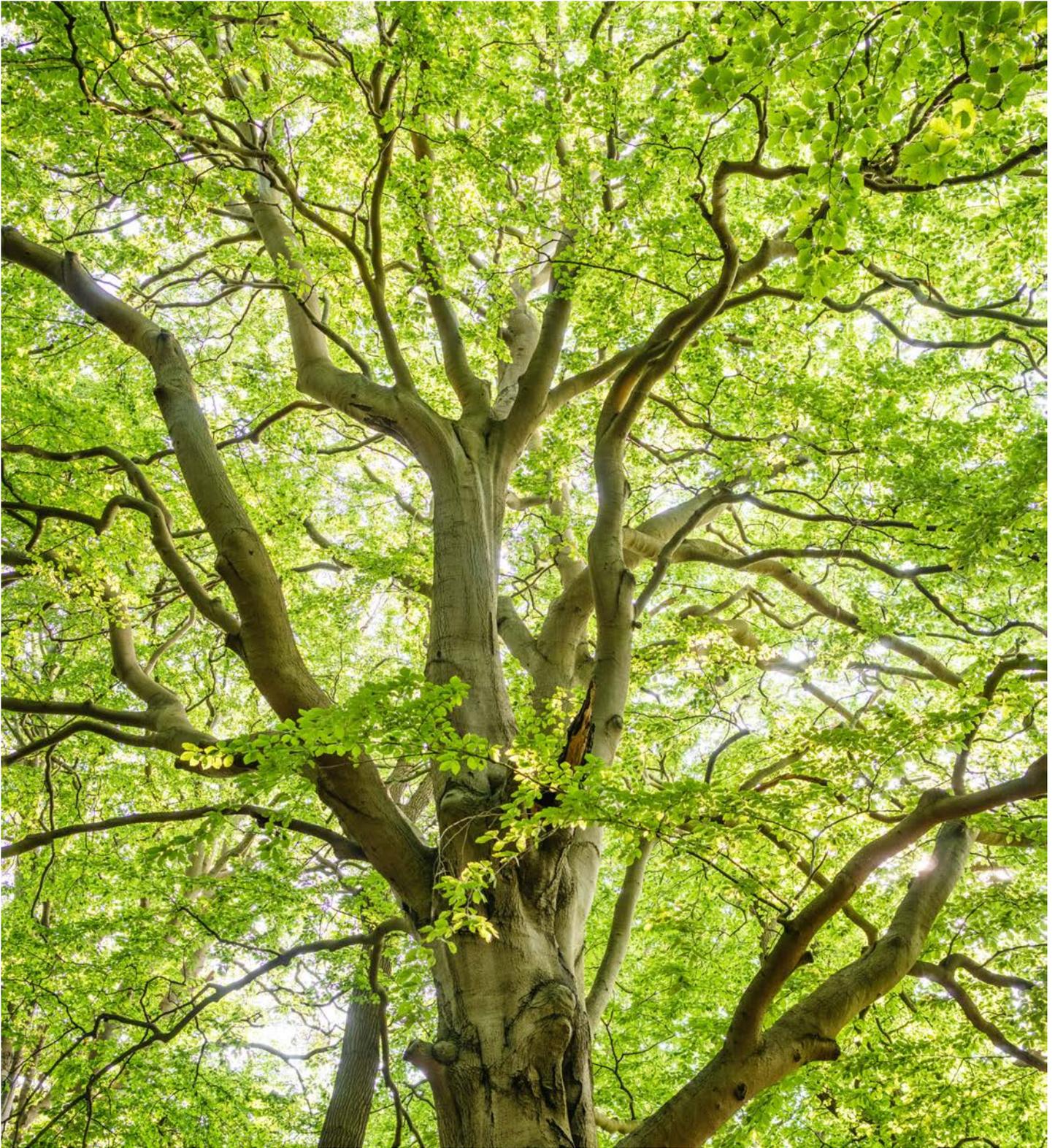




**EMPLOYEE CORE  
COMPETENCY FRAMEWORK**





**This guide presents our Employee Core Competency Framework which outlines a set of core competencies individually and collectively. Please use this guide to engage in developmental conversations with your leader to help you realize your full potential.**

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## 1. Employee Core Competency Framework

## 2. How to Use This Guide

## 3. Employee Core Competencies

- Customer Service
- Creativity
- Learning on the Fly
- Ownership
- Business Knowledge
- Self - Development
- Actively Engaged
- Open to Others
- Action Oriented
- Active Communication

## 4. How to Create an IDP for Development

**When it comes  
to learning**

**WE'RE ALL IN**



## **SECTION ONE**

Baptist Health Employee Core Competency Framework

## CORE COMPETENCY FRAMEWORK

The Baptist Health Core Competency Framework underpins our organization's future success. The competencies represented in this guide have been identified as the core requirements for driving performance at both an individual and organizational level. This guide details "skilled" behaviors for each of the core competencies within the five "pillars" and then further describes what "skilled" behavior looks like on a 1 to 5 rating scale.

### The purpose of this guide is to:

- Provide a set of competencies to be used consistently.
- Drive performance by establishing a set of individual and collective expectations.
- Support engagement and growth opportunities.
- Assist employees in taking control of their career development.

## ABOUT COMPETENCIES

### What is a competency?

Throughout this guide, the term "competency" will be used frequently. A "competency" is an "observable and measurable characteristic of a person that includes using knowledge and demonstrating skills, behaviors, and abilities that contribute to performing well."

Baptist Health uses a competency framework because it provides a common and consistent language. That means that no matter where you work or what you do, we can be sure that when we refer to a "competency" we mean the same thing. This makes it easy to describe what is needed to perform well within the organization. It means individuals know what they need to do to be successful in their current or future roles.

Lastly, it means that your leader can accurately describe what is expected of you and can help you develop in those areas.

The Baptist Health Core Competency Framework is integrated into many human resources processes, including but not limited to:

- Recruitment
- Performance Management
- Career Planning and Development



## **SECTION TWO**

How to Use This Guide

# EMPLOYEE CORE COMPETENCY EVALUATION GUIDE

## What is the purpose of this guide?

This guide will provide you with:

- Evaluation guidelines and simple steps that you can take to effectively evaluate competencies.
- A consistent methodology on how you will be evaluated on the core competencies.
- Individual development plan suggestions for career growth using the 70/20/10 framework.

## For Your Information

- The employee core competencies define key behaviors required of all employees to be successful. As such, competencies are the standards by which we achieve our goals and fulfill our mission.
- Consistently assessing how well individuals demonstrate these behaviors against a common standard is key in providing valuable feedback during the employee evaluation process.
- After assessing the core competencies, take time to discuss the ratings using the behaviors presented. Consider balanced and timely feedback during performance conversations. Avoid generalizations and non-factual input.
- During the conversations also discuss potential areas for development and growth using the 70/20/10 framework.

## Recruitment

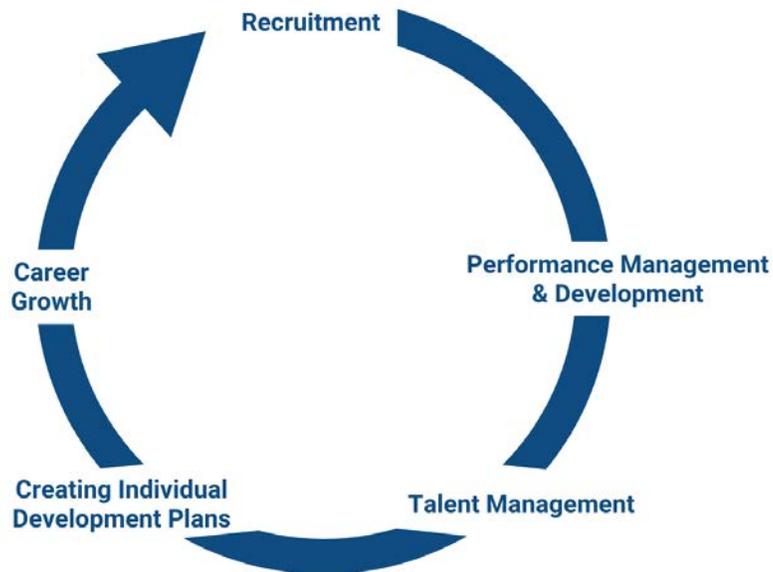
When seeking candidates for an employee role, hiring managers will use this guide to evaluate prospective candidates based on the key competencies and the expected observable behaviors. Hiring managers can, for example, develop interview questions to assess the candidate's past performance in relation to each of the key competencies.

## Performance Management and Development

Leaders can work with their employees to gain feedback on their performance against the key competencies. This information is also fed into the Performance Management System available in PeopleSoft. By describing "skilled" behavior, employees have a clear understanding of what behaviors are required to reach the next level.

## Creating an Individual Development Plan for Career Growth

An Individual Development Plan (IDP) is a document that is designed to help employees achieve their full potential. An IDP is the employee's roadmap to skill development, enhanced knowledge, and general success within Baptist Health.



**When it comes  
to career  
growth**

**WE'RE ALL IN**



## **SECTION THREE**

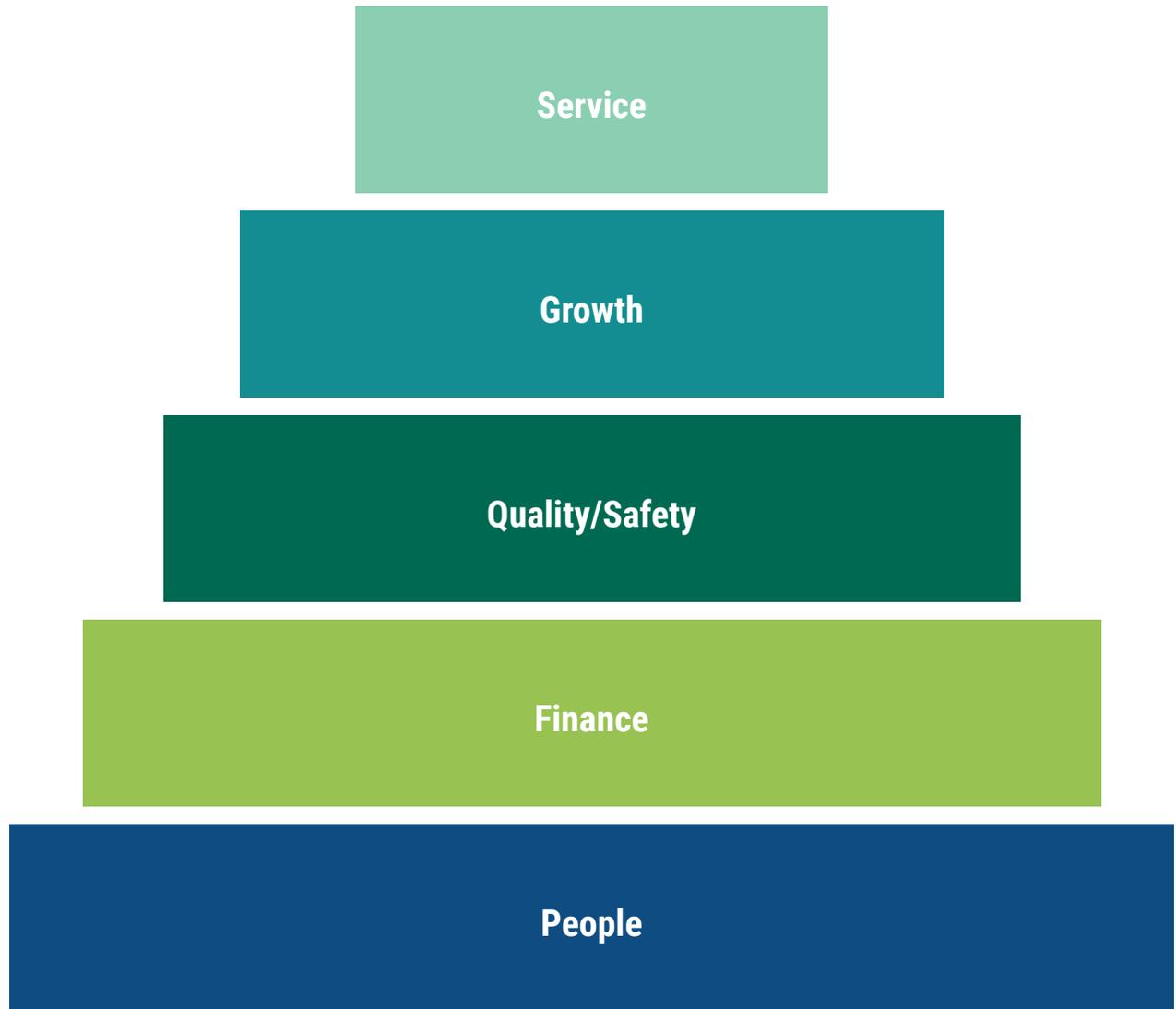
Employee Core Competencies

— EMPLOYEE CORE COMPETENCIES

NEW CORE EMPLOYEE COMPETENCY MODEL	COMPETENCY DEFINITION	PERFORMANCE PILLARS
<b>Customer Service</b>	Interacts with co-workers, patients and their family members in a manner which ensures an ideal patient experience in terms of compassion and quality of care. Promotes and participates in activities designed to enhance the level of patient satisfaction.	Service
<b>Creativity</b>	Is curious and has a passion for ideas and the ability to imagine or realize something new.	Growth
<b>Learning On The Fly</b>	Learns from experiences or applies existing skills in a new way when faced with an unfamiliar challenge, using both successes and failures as learning fodder.	Growth
<b>Ownership</b>	Displays a strong commitment to organizational success and takes full responsibility for the achievement of his or her job duties.	Quality / Safety
<b>Business Knowledge</b>	Understands Baptist Health's mission and vision and how the business works. Is resourceful in applying this knowledge to deliver high quality services.	Finance
<b>Self - Development</b>	Is personally committed to and actively works to continuously improve.	People
<b>Actively Engaged</b>	Goes above and beyond to get work done fast and well due to an emotional connection with leaders, co-workers, and Baptist Health's mission, vision and values.	People
<b>Open to Others</b>	Acts in a caring and inclusive way toward all individuals and deals effectively with all races, nationalities, cultures, disabilities, ages, gender and sexual orientation, regardless of relationship to them.	People
<b>Action Oriented</b>	Is diligent and works hard to obtain positive results. Demonstrates energy and drive in overcoming challenges, seeks opportunities for improvement.	People
<b>Active Communication</b>	Tactfully communicates openly and honestly with all individuals on a regular basis.	People



## CORE COMPETENCY PILLARS



## CUSTOMER SERVICE

Interacts with co-workers, patients and their family members in a manner which ensures an ideal patient experience in terms of compassion and quality of care. Promotes and participates in activities designed to enhance the level of patient satisfaction.

### OBSERVABLE BEHAVIOR BY RATING

1 CAREER STALLER	2 NEEDS IMPROVEMENT	3 SKILLED	4 TALENTED	5 TOWERING STRENGTH
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
UNSKILLED		SKILLED	ABOVE & BEYOND	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Is inconsistent with providing updated information to patients and their families.</li> <li><input type="checkbox"/> Waits for leaders, patients or their families to make a request prior to taking action.</li> <li><input type="checkbox"/> Is reactive rather than proactive.</li> <li><input type="checkbox"/> Does not communicate important information or when a problem arises, resulting in the duplication of work and customer dissatisfaction.</li> <li><input type="checkbox"/> Impatient and discourteous with patients, visitors, or coworkers; unable or unwilling to explain information for others to understand.</li> <li><input type="checkbox"/> Avoids taking accountability or engaging in service recovery when mistakes are made or a patient's needs are not met.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes and maintains effective relationships with co-workers, patients and their families.</li> <li><input type="checkbox"/> Anticipates needs and takes steps to accommodate.</li> <li><input type="checkbox"/> Provides service in a respectful manner in line with Baptist Health values.</li> <li><input type="checkbox"/> Regularly communicates important information to coworkers, leader, and other relevant parties.</li> <li><input type="checkbox"/> Suggests ways to improve processes to better meet needs.</li> <li><input type="checkbox"/> Engages in service recovery when mistakes are made or expectations are not met.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Responds quickly to all inquiries, even if it is only to say he/she is looking into the issue; follows up to ensure that needs are met.</li> <li><input type="checkbox"/> Demonstrates empathy towards coworkers, patients, and families.</li> <li><input type="checkbox"/> Proactively looks for ways to satisfy the customer.</li> <li><input type="checkbox"/> Leaves most interactions on a positive note, being able to turn something that could be perceived as unpleasant into a win for everyone.</li> </ul>	

## CUSTOMER SERVICE

70%

### WORK EXPERIENCES

- Find an opportunity to provide service recovery.
- Identify one of your department's products or services that customers are unhappy with and try to improve it.
- Set aside time to listen to your customers and understand their needs. Report your findings back to your leader and team.
- Ask your leader for your department's patient or customer satisfaction data to understand how your department is meeting their expectations.

20%

### FEEDBACK AND RELATIONSHIPS

- Meet with someone from the patient experience or guest services teams. Or find a peer that is consistently good at making their patients or customers happy. Learn from them one new thing you can do for your patients or customers.
- Ask your leader or peer to observe you or review your work, then give you feedback on something you can do differently for your customer.
- If you have customers that you regularly work with, add additional contact time dedicated to building and maintaining your relationship with them.
- Meet with someone in another department that also supports your customer. Ask for their feedback on how you support the customer and look for new synergies that can improve your customer's experience.

10%

### EDUCATION AND TRAINING

- Learn about how customer's expectations are met and exceeded in other organizations or industries. Find a practice you can adapt for yourself or your department.
- What is your mindset about customer service? Learn how to change your mindset from experts.
- Learn about other people or organizations that failed to meet customer expectations. Find the "lessons learned" that you can adopt.
- Tap into resources under the [Develop Skills section of MyCareer](#).

### EXPLORE YOUR RESOURCES

There are plenty of resources available to get you started on the right path toward developing this competency. Access these anytime, anywhere from any mobile device, clicking the Competency picture or scanning the QR code.



**Employee Competency:**  
**Customer Service**

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This learning pathway gives you the tools and foundation to start developing. Explore videos, book summaries, articles and other tools.



## CREATIVITY

Is curious and has a passion for ideas and the ability to imagine or realize something new.

### OBSERVABLE BEHAVIOR BY RATING

1 CAREER STALLER	2 NEEDS IMPROVEMENT	3 SKILLED	4 TALENTED	5 TOWERING STRENGTH
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
UNSKILLED		SKILLED	ABOVE & BEYOND	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Does not articulate new or unique ideas.</li> <li><input type="checkbox"/> Adheres strictly to all processes, even when the process is not working. Not willing to try new things in order to produce a better outcome.</li> <li><input type="checkbox"/> Does not make connections without someone clearly explaining.</li> <li><input type="checkbox"/> Does not contribute in brainstorming settings, even when encouraged.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Comes up with many new and unique ideas.</li> <li><input type="checkbox"/> Not afraid to challenge the usual ways things have been done.</li> <li><input type="checkbox"/> Tends to be seen as original and value-added in brainstorming settings.</li> <li><input type="checkbox"/> Uses new approaches in examining problems.</li> <li><input type="checkbox"/> Introduces good ideas for improvements.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Generates a number of ideas. is able to edit them and bring forth only the most worthwhile.</li> <li><input type="checkbox"/> Proposes new solutions in a way that is easy to understand and implement.</li> <li><input type="checkbox"/> In brainstorming sessions, not only brings forth ideas, but also asks probing questions to encourage peers to come up with new ideas or build upon existing ones.</li> </ul>	

## CREATIVITY

70%

### WORK EXPERIENCES

- Join a team that is designing and launching a new service.
- Volunteer to join or lead a session to generate new ideas for existing problems.
- Identify a customer need that is currently not being met. Propose a plan to meet that need. Share it with your leader and team.
- Apply new ideas by testing them out in small, safe settings. Share your results with others.
- Lead a quick brainstorming session with your teammates. Rather than contributing ideas, focus on making sure everyone gets to contribute.

20%

### FEEDBACK AND RELATIONSHIPS

- Find someone more innovative and willing to try new things. Let them help you push you to try new things.
- Look for a team that is more innovative than your team. Spend time learning how they generate and implement new ideas.
- Spend time with a leader that consistently implements new initiatives. Learn what others do to feel comfortable with uncertainty and risk.

10%

### EDUCATION AND TRAINING

- Learn about techniques for solving problems and creating new solutions like root cause analysis.
- Get into a creative mindset by learning from well known innovators and creative thinkers.
- Tap into resources under the [Develop Skills section of MyCareer](#).

### EXPLORE YOUR RESOURCES

There are plenty of resources available to get you started on the right path toward developing this competency. Access these anytime, anywhere from any mobile device clicking the Competency picture or scanning the QR code.



**Employee Competency:**  
**Creativity**

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This learning pathway gives you the tools and foundation to start developing. Explore videos, book summaries, articles and other tools.



## LEARNING ON THE FLY

Learns from experiences or applies existing skills in a new way when faced with an unfamiliar challenge, using both successes and failures as learning fodder.

### OBSERVABLE BEHAVIOR BY RATING

1 CAREER STALLER	2 NEEDS IMPROVEMENT	3 SKILLED	4 TALENTED	5 TOWERING STRENGTH
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
UNSKILLED		SKILLED	ABOVE & BEYOND	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Unable to pick up new information or procedures quickly.</li> <li><input type="checkbox"/> Gives up too soon and accepts average (or below average) solutions.</li> <li><input type="checkbox"/> May be afraid to take a chance on the unknown.</li> <li><input type="checkbox"/> Does not experiment or try new solutions to a problem.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Tries a number of options in order to solve a problem.</li> <li><input type="checkbox"/> Takes a leap, learns quickly, steps up and shows flexibility.</li> <li><input type="checkbox"/> Observes those who are skilled/effective to learn and imitate.</li> <li><input type="checkbox"/> Asks questions without fear.</li> <li><input type="checkbox"/> Willing to try something different or unfamiliar.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Proactively takes on new or unfamiliar tasks; identifies solutions and applies on the job.</li> <li><input type="checkbox"/> Proactively seeks support from others or experts for advice to learn how they solve new problems or challenges.</li> <li><input type="checkbox"/> Consistently makes quick decisions that produce optimal results.</li> </ul>	

## LEARNING ON THE FLY

70%

### WORK EXPERIENCES

- Recommend a new process or performance improvement to your supervisor and/or peers.
- Build the ability to integrate new learning, information and skills to enhance your performance.
- The next time you have to learn something new, ask more questions first. Spend the first half of your time defining and rethinking the problem. Offer solutions.
- Volunteer for a project that is outside your area of expertise

20%

### FEEDBACK AND RELATIONSHIPS

- Work with a mentor to reflect on how you adapt in new situations.
- Look for someone who learns quickly and independently in the context of an activity, seek opportunities to extend and deepen your learning.
- Shadow or interview coworkers in your department to know and better understand their different roles and responsibilities.
- Learn from those in authority and analyze what they do.
- Spend time with a leader or peer that seems more comfortable taking on new things and learning as they go along.

10%

### EDUCATION AND TRAINING

- Learn ways to build your resiliency in the face of challenge.
- Learn how to develop knowledge and expertise in small chunks as you work, rather than by more formal learning that may be slower.
- Tap into resources under the [Develop Skills section of MyCareer](#).

### EXPLORE YOUR RESOURCES

There are plenty of resources available to get you started on the right path toward developing this competency. Access these anytime, anywhere from any mobile device clicking the Competency picture or scanning the QR code.



#### Employee Competency: Learning on the Fly

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This learning pathway gives you the tools and foundation to start developing. Explore videos, book summaries, articles and other tools.



## OWNERSHIP

Displays a strong commitment to organizational success and takes full responsibility for the achievement of his or her job duties.

### OBSERVABLE BEHAVIOR BY RATING

1 CAREER STALLER	2 NEEDS IMPROVEMENT	3 SKILLED	4 TALENTED	5 TOWERING STRENGTH
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
UNSKILLED		SKILLED	ABOVE & BEYOND	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Fails to accept a fair share of personal responsibility.</li> <li><input type="checkbox"/> Prefers to be one-of-many accountable for a task or assignment.</li> <li><input type="checkbox"/> Avoids involvement or requires special attention when asked to participate in team tasks.</li> <li><input type="checkbox"/> Collects only as much information as needed and/or does the minimum necessary to complete the task.</li> <li><input type="checkbox"/> Lacks self-awareness of strengths, weaknesses, opportunities and impact on others resulting in mistakes and/or misunderstandings.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Follows through and meets personal commitments to others on time.</li> <li><input type="checkbox"/> Takes pride in work and holds self accountable to be his or her best.</li> <li><input type="checkbox"/> Takes his or her responsibilities seriously and consistently meets expectations for quality service and care.</li> <li><input type="checkbox"/> Reflects on actions that impact others.</li> <li><input type="checkbox"/> Knows strengths, weaknesses, opportunities and limits, and proactively seeks feedback.</li> <li><input type="checkbox"/> Adheres to Baptist Health's core values and beliefs and its commitment to ethical and legal business practices as described in the Code of Ethics.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Follows up on commitments to ensure expectations were met.</li> <li><input type="checkbox"/> Consistently tries to exceed patients' expectations for quality service and care.</li> <li><input type="checkbox"/> Leverages strengths to overcome opportunities in order to get the job done.</li> <li><input type="checkbox"/> Champions the Baptist Health mission, vision, and values in his or her words and/or actions.</li> </ul>	

## OWNERSHIP

70%

### WORK EXPERIENCES

- Create several measures to track progress on your current job functions. Review them with your leader, then check your progress periodically.
- Volunteer to resolve a problem in your department. Learn how to work with others to get it done, and hold yourself accountable for the final result.
- Offer to define specific goals for a new or current project that will help provide clear, specific, time-bound measures of success.
- Create a system and a habit that helps you better monitor progress on your work.

20%

### FEEDBACK AND RELATIONSHIPS

- Work with a mentor or coach to identify what gets in the way of holding yourself accountable.
- Find someone that excels at accountability. Learn what they do and find things you can try yourself.
- Find someone on your team that is complacent with their performance. Try to turn them around to care more about the department's success.
- If you are inconsistent at delivering results, work with a mentor or trusted peer to identify what gets in your way of meeting people's expectations.
- If you are unsure of why your efforts matter, spend time with someone that will help you reconnect your effort to your purpose.
- Ask your leader to share their goals for the year. Discuss how you and the team can help meet those goals.

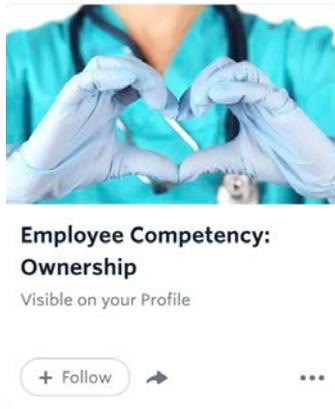
10%

### EDUCATION AND TRAINING

- Learn methods for setting goals that help people stay on track.
- Learn how to develop a mindset of ownership for your success as well as your department's success.
- Tap into resources under the [Develop Skills section of MyCareer](#).

### EXPLORE YOUR RESOURCES

There are plenty of resources available to get you started on the right path toward developing this competency. Access these anytime, anywhere from any mobile device, clicking the Competency picture or scanning the QR code.



This learning pathway gives you the tools and foundation to start developing. Explore videos, book summaries, articles and other tools.



## BUSINESS KNOWLEDGE

Understands Baptist Health’s mission and vision and how the business works. Is resourceful in applying this knowledge to deliver high quality services.

### OBSERVABLE BEHAVIOR BY RATING

1 CAREER STALLER	2 NEEDS IMPROVEMENT	3 SKILLED	4 TALENTED	5 TOWERING STRENGTH
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
UNSKILLED		SKILLED	ABOVE & BEYOND	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Passes up opportunities to learn about other services offered by Baptist Health.</li> <li><input type="checkbox"/> Does not stay current on industry news or progress.</li> <li><input type="checkbox"/> Does not understand the broader business.</li> <li><input type="checkbox"/> May lack interest in learning about the organization.</li> <li><input type="checkbox"/> May not consider how to conserve usage of supplies (prints paper copy vs. reading e-copies).</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Is aware of the department’s goals such as patient satisfaction and turnaround times.</li> <li><input type="checkbox"/> Knows and understands how the work they do helps to meet the department goals.</li> <li><input type="checkbox"/> Promotes services provided by Baptist Health to patients and others.</li> <li><input type="checkbox"/> Understands the basic fundamentals of the Baptist Health mission and vision.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Makes suggestions and tries new approaches within own area of work.</li> <li><input type="checkbox"/> Understands and takes into consideration the financial impact of decisions and actions.</li> <li><input type="checkbox"/> Understands the key drivers of the business, including how the business makes money.</li> <li><input type="checkbox"/> Serves as a champion for different Baptist Health initiatives.</li> <li><input type="checkbox"/> Recognizes business opportunities that benefit Baptist Health and sees them through to fruition.</li> </ul>	

## BUSINESS KNOWLEDGE

70%

### WORK EXPERIENCES

- Meet with different leaders to better understand the various products and services offered at Baptist Health.
- Participate in events that share information about new technology, new skills or better approaches.
- Offer to help your leader create your function's annual budget.
- Volunteer for a cross-functional task force that involves things outside your area of expertise.

20%

### FEEDBACK AND RELATIONSHIPS

- Meet with different leaders to better understand how you may improve upon the various products and services offered at Baptist Health.
- Ask your leader to share the strategic priorities for your department, entity or Baptist Health overall for the current fiscal year.
- Ask your leader to teach you your department's key measures and performance indicators.
- Ask your leader to share and explain some of the financial reports for the department.

10%

### EDUCATION AND TRAINING

- Learn basic medical terminology.
- Attend programs available at your entity such as town hall meeting, to learn about the business.
- Tap into resources under the [Develop Skills section of MyCareer](#).

### EXPLORE YOUR RESOURCES

There are plenty of resources available to get you started on the right path toward developing this competency. Access these anytime, anywhere from any mobile device clicking the Competency picture or scanning the QR code.



**Employee Competency:**  
**Business Knowledge**

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This learning pathway gives you the tools and foundation to start developing. Explore videos, book summaries, articles and other tools.



## SELF-DEVELOPMENT

Is personally committed to and actively works to continuously improve.

### OBSERVABLE BEHAVIOR BY RATING

1 CAREER STALLER	2 NEEDS IMPROVEMENT	3 SKILLED	4 TALENTED	5 TOWERING STRENGTH
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
UNSKILLED		SKILLED	ABOVE & BEYOND	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Does not take advantage of training opportunities when they are offered.</li> <li><input type="checkbox"/> Does not proactively seek feedback.</li> <li><input type="checkbox"/> Does not consistently demonstrate an interest in learning new things.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Strives to learn new skills and apply them on the job.</li> <li><input type="checkbox"/> Asks questions in order to learn.</li> <li><input type="checkbox"/> Shows the initiative and motivation for gaining greater expertise in his/her area.</li> <li><input type="checkbox"/> Regularly uses training and development classes to learn and build new skills.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Enthusiastically takes on tasks outside of daily responsibilities to learn and grow.</li> <li><input type="checkbox"/> Builds a culture that encourages learning and continuous improvement.</li> <li><input type="checkbox"/> Coaches others on a specific subject matter.</li> </ul>	

## SELF-DEVELOPMENT

70%

### WORK EXPERIENCES

- Learn from mistakes. Focus on “Why” more than “What”.
- Teach or coach someone in something in which you are not an expert. As you teach, you will continue to learn.
- Become a peer mentor or preceptor to new employees.
- Take on a task that is new or one you dislike. Push through until you are comfortable with it, then reflect back on what you learned from the experience.
- Take on an assignment outside your function or entity to get experience working in a different setting.

20%

### FEEDBACK AND RELATIONSHIPS

- Receive feedback: Allow others to offer you course-correction information without being defensive. Two easy questions to ask (and answer) include: “What is one thing you see that is a key strength for me?” “What is one thing I could start doing?” Thank them for their input.
- Reach out to others on your team that are good at self-development to learn how they continually develop themselves.
- Ask your leader to help connect you to a mentor that can give you insight into your development.
- Spend time with someone that is an expert in an area where you are a novice.

10%

### EDUCATION & TRAINING

- Review last year’s performance evaluation. Acknowledge yourself for improvements, and look for areas you can still improve further.
- Take a self-assessment to build your self-awareness of the strengths and gaps in your work style.
- Tap into resources under the [Develop Skills section of MyCareer](#)
- Tap into resources under the [Assess Self section of MyCareer](#)

### EXPLORE YOUR RESOURCES

There are plenty of resources available to get you started on the right path toward developing this competency. Access these anytime, anywhere from any mobile device, clicking the Competency picture or scanning the QR code.



**Employee Competency:**  
**Self-development**

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This learning pathway gives you the tools and foundation to start developing. Explore videos, book summaries, articles and other tools.



## ACTIVELY ENGAGED

Goes above and beyond to get work done fast and well due to an emotional connection with leaders, co-workers, and Baptist Health's mission, vision and values.

### OBSERVABLE BEHAVIOR BY RATING

1 CAREER STALLER	2 NEEDS IMPROVEMENT	3 SKILLED	4 TALENTED	5 TOWERING STRENGTH
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
UNSKILLED		SKILLED	ABOVE & BEYOND	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Regularly distracted by personal matters to the point that it affects job performance.</li> <li><input type="checkbox"/> Often pushes back against processes and policies, failing to see their value.</li> <li><input type="checkbox"/> Is suspicious of coworkers and others, assuming they are being intentionally problematic or disruptive.</li> <li><input type="checkbox"/> Unwilling to make personal concessions (within reason) in order to improve the department function.</li> <li><input type="checkbox"/> Doesn't understand or see the impact of the work they do.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Is trusting of peers and management and adheres to the processes that govern his or her work.</li> <li><input type="checkbox"/> Assumes positive intent in interactions.</li> <li><input type="checkbox"/> Puts aside personal preferences which are at odds with the needs of the department in order to achieve the greater good.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Frequently goes above and beyond in order to fulfill the needs of the team or function; is seen as in informal leader on the team.</li> <li><input type="checkbox"/> Understands his or her role at Baptist Health and helps others to make the same connection to realize their value.</li> <li><input type="checkbox"/> Urges others to take action and helps them see the positives during trying times.</li> <li><input type="checkbox"/> Champions the value of the policies and practices that govern our work, while still respectfully looking for opportunities to improve.</li> </ul>	

## ACTIVELY ENGAGED

70%

### WORK EXPERIENCES

- Take the time to care about someone new on your team that you usually don't interact with.
- Ask for ways to become more involved in the decisions that are made on your team.
- Find opportunities to work with people outside your team to build your reputation and sense of value.
- Offer to join or lead an engagement task force for your department or entity.
- Try to foster an open dialogue within your team on how the team is feeling, and what they need.

20%

### FEEDBACK AND RELATIONSHIPS

- Discuss with your leader what is expected of you, and how you can go above and beyond what is expected.
- If others on your team don't share your own motivation and engagement, take time to find out what does motivate them.
- Ask for feedback from your leader and team on how you uniquely add value to the team. We often don't see it ourselves.
- Discuss with your leader how your work, and the work of your team contributes to the department, entity and system goals.

10%

### EDUCATION AND TRAINING

- Take a self-assessment to learn about your strengths, and find ways to leverage them more at work. You are more fulfilled when you get to do the things you are good at.
- Read the mission, vision and values of Baptist Health. Reflect on how your role and behavior fulfills what our organization is trying to achieve.
- Tap into resources under the [Develop Skills section of MyCareer](#).

### EXPLORE YOUR RESOURCES

There are plenty of resources available to get you started on the right path toward developing this competency. Access these anytime, anywhere from any mobile device, clicking the Competency picture or scanning the QR code.



**Employee Competency:**  
**Actively Engaged**

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## OPEN TO OTHERS

Acts in a caring and inclusive way toward all individuals and deals effectively with all races, nationalities, cultures, disabilities, ages, gender and sexual orientation, regardless of relationship to them.

### OBSERVABLE BEHAVIOR BY RATING

1 CAREER STALLER	2 NEEDS IMPROVEMENT	3 SKILLED	4 TALENTED	5 TOWERING STRENGTH
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
UNSKILLED		SKILLED	ABOVE & BEYOND	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Carries bias towards any group(s).</li> <li><input type="checkbox"/> Engages in behavior that makes other team members feel left out.</li> <li><input type="checkbox"/> Struggles to find common ground and work effectively with others.</li> <li><input type="checkbox"/> Exploits individual differences or lacks sensitivity or compassion for others.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Works effectively with all races, nationalities, cultures, disabilities, ages and genders.</li> <li><input type="checkbox"/> Supports equal and fair treatment and opportunity for all.</li> <li><input type="checkbox"/> Collaborates well in diverse teams.</li> <li><input type="checkbox"/> Is respectful of individual differences.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Proactively seeks opinions of those who are of a different background or mindset.</li> <li><input type="checkbox"/> Champions the value of workplace diversity.</li> <li><input type="checkbox"/> In group settings, ensures all opinions are heard and considered.</li> <li><input type="checkbox"/> Celebrates individual differences.</li> </ul>	

## OPEN TO OTHERS

70%

### WORK EXPERIENCES

- Join a project team with people who have different backgrounds and perspectives than you. Learn to appreciate their input.
- Engage in a task that requires interacting with people from different walks of life.
- During meetings, try to encourage others to share different opinions.

20%

### FEEDBACK AND RELATIONSHIPS

- Find someone with an opposing view. Spend time with them solely focused on trying to understand and value their point of view. Ask questions, and make no judgements.
- Seek input from a trusted peer or mentor that can help you challenge your preconceived notions about a person or group.
- Seek advice from someone you normally don't agree with.
- Get feedback from trusted peers that will truthfully tell you if you demonstrate any biases.

10%

### EDUCATION AND TRAINING

- Learn communication preferences of people with backgrounds or lifestyles different than yours.
- Learn about conscious and unconscious bias to build your awareness of your own biases.
- Tap into resources under the [Develop Skills section of MyCareer](#).

### EXPLORE YOUR RESOURCES

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**Employee Competency:**  
**Open to Others**

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## ACTION ORIENTED

Is diligent and works hard to obtain positive results. Demonstrates energy and drive in overcoming challenges, seeks opportunities for improvement.

### OBSERVABLE BEHAVIOR BY RATING

1 CAREER STALLER	2 NEEDS IMPROVEMENT	3 SKILLED	4 TALENTED	5 TOWERING STRENGTH
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
UNSKILLED		SKILLED	ABOVE & BEYOND	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Requires specific direction and instruction in order to complete work tasks; lacks initiative and prefers to be told what to do and when to do work tasks.</li> <li><input type="checkbox"/> May lack motivation, energy and drive to complete work.</li> <li><input type="checkbox"/> Makes negative comments about proposed ideas or suggestions made by co-workers or supervisors about work tasks.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Demonstrates energy and drive to perform work tasks.</li> <li><input type="checkbox"/> Thinks ahead of what may be needed to maximize efficiency of work.</li> <li><input type="checkbox"/> Diligently completes assigned work tasks.</li> <li><input type="checkbox"/> Shows energy and drive to quickly help and resolve problems.</li> <li><input type="checkbox"/> Takes initiative to find opportunities to get involved in work.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Performs work with energy and drive; values planning but will take quick decisive action when an opportunity presents itself.</li> <li><input type="checkbox"/> Consistently identifies better ways of doing things; makes positive, actionable suggestions.</li> <li><input type="checkbox"/> Focuses on the "big picture" and ensures priorities, objectives and timelines are in alignment with overall goals and objectives.</li> <li><input type="checkbox"/> Successfully adjusts work pace without difficulty when unplanned events occur.</li> </ul>	

## ACTION ORIENTED

70%

### WORK EXPERIENCES

- Teach others something you do not do well. Pick something new or unfamiliar.
- Volunteer to lead a project.
- Get involved in projects and try to launch new initiatives.
- Take on a task you dislike.
- Create and execute an action plan for a project that is not going well.

20%

### FEEDBACK AND RELATIONSHIPS

- Observe others who set priorities well.
- Build relationships with people inside and outside of your department.
- Ask your leader and your teammates for feedback on how well you execute tasks.
- Observe others who deliver in tight time frames and practice what they do.

10%

### EDUCATION AND TRAINING

- If you struggle with getting started or starting early, learn how to overcome procrastination.
- If you are a perfectionist or get stuck in analysis paralysis, learn methods for working imperfectly and without all the information.
- Tap into resources under the [Develop Skills section of MyCareer](#).

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**Employee Competency:**  
**Action Oriented**

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## ACTIVE COMMUNICATION

Tactfully communicates openly and honestly with all individuals on a regular basis.

### OBSERVABLE BEHAVIOR BY RATING

1 CAREER STALLER	2 NEEDS IMPROVEMENT	3 SKILLED	4 TALENTED	5 TOWERING STRENGTH
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
UNSKILLED		SKILLED	ABOVE & BEYOND	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Knowingly withholds information.</li> <li><input type="checkbox"/> Involves people unrelated to the issue at hand, creating confusion and distrust.</li> <li><input type="checkbox"/> Is closed to others' opinions; doesn't listen to or consider others' opinions.</li> <li><input type="checkbox"/> Communications fail to make their intended impact due to unclear or indirect language or a disorganized presentation.</li> <li><input type="checkbox"/> Is unclear in their expectations and/or doesn't provide feedback when appropriate.</li> <li><input type="checkbox"/> Fails to adhere to Baptist Health's core values and beliefs.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> In a tactful manner, communicates openly and honestly.</li> <li><input type="checkbox"/> Deals with concerns by addressing them directly with the people involved.</li> <li><input type="checkbox"/> Respects that others may have differing opinions.</li> <li><input type="checkbox"/> Speaks clearly and does not hold back what needs to be said.</li> <li><input type="checkbox"/> Understands and follows policies and procedures, including the process for reporting any legal or ethical issues as described in the Code of Ethics.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepares recipients to receive communications and follows up to ensure understanding.</li> <li><input type="checkbox"/> Considers the impacts to the recipient(s), and communicates those impacts along with information.</li> <li><input type="checkbox"/> Openly seeks the opinions of those with whom they are communicating, especially those whose opinions differ.</li> <li><input type="checkbox"/> When having difficult conversations, is able to produce an outcome that has all parties feeling positive.</li> </ul>	

## ACTIVE COMMUNICATION

70%

### WORK EXPERIENCES

- Join an initiative that involves communicating a major change. Help design how to convey the challenging messages.
- Present a new technology or process to your leader. Be especially mindful of how you craft the message to match the audience.
- Create and deliver a justification for investing in a new equipment or technology.
- Lead a discussion with your team to improve how they work together. Make sure to get everyone involved in the discussion.

If you tend not to speak up at meetings, set a goal for yourself for how often you will speak in a meeting. As you get more comfortable speaking up, increase the number.

20%

### FEEDBACK & RELATIONSHIPS

- Spend time with people that regularly create communications. Ask them to share lessons learned and best practices.
- To build your confidence, practice with someone before an important presentation or conversation.
- Make it a habit to have someone check your written communications. Look out for bad habits you can change.
- Spend time with someone that regularly communicates. Ask questions in order to take away great tips, and lessons learned.

10%

### EDUCATION AND TRAINING

- Learn about techniques for improving your verbal, non-verbal communications.
- Learn about norms and etiquette regarding written communications including emails and texts.
- Tap into resources under the [Develop Skills section of MyCareer](#).

### EXPLORE YOUR RESOURCES

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**When it comes  
to being actively  
engaged at work**

**WE'RE ALL IN**



## **SECTION FOUR**

How to Create an IDP for Development

## To Create an Individual Development Plan (IDP) You Should Include the Following Steps:

- Set Your Career Goals
- Identify Your Strengths and Areas of Development
- Have an IDP Conversation with Your Leader
- Create your IDP in PeopleSoft
- Implement and Review Your IDP with your Leader, Coach or Mentor
- Ask for Actionable Feedback
- Follow the 70-20-10 Rule

## THE 70-20-10 RULE

70%

### WORK EXPERIENCES

This amount of time should be spent expanding your current role. Take on stretch assignments or special projects. Shadow another area or department. Volunteering is also a great way to learn and grow.

20%

### FEEDBACK AND RELATIONSHIPS

Ensure that meaningful career discussions take place during your midyear or year-end review. This amount of time should be spent networking with others and building relationships. Find a mentor for guidance. Join a professional association.

10%

### EDUCATION AND TRAINING

Enroll in a live class or sign up for one online. Get up to speed by reading books and journals on a particular topic of interest. Attend a conference or obtain a professional certification.

Learning is a career-long process. After you achieve one big goal in your IDP, set your sights on the next one. That's how you make learning a part of your normal routine. The more you do that, the less likely you are to stop.

## ADDING ACTIVITIES TO YOUR IDP

**1**



To start your IDP, log in to PeopleSoft, then click on “Performance Management”

**2**



Next, click on the “Performance Management” access button

**3**



Click “Add” under Development Activities

**4**



Select your entry method

