

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 of Set and Hold Standards:

1. Set Standards
2. Apply Standards
3. Accountability
4. Transparency

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, examples actions are provided for each of the key behaviors.

Key Behaviors	Below Expectations	Achieves Results	Exceeds Expectations
Set Standards	Makes decisions to avoid conflict and/or personal discomfort when setting standards.	Makes decisions in a timely manner, under tight deadlines and pressure.	Integrates new information and learning to change course mid-stream as necessary.
Apply Standards	Fails to use standards to guide work.	Effectively applies existing standards to work.	Continuously improves existing standards/ methods.
Accountability	Tolerates and makes excuses for inefficiency in their work.	Openly acknowledges opportunities to improve their work.	Provides peer-to-peer coaching to make sure standards are followed and support the work.
Transparency	Withholds data or outcomes that may be seen as "poor."	Tracks work progress and outcomes to evaluate the work against expectations.	Makes the work and outcomes visible and transparent. Uses data to drive improvements.