

DEPARTMENT OF LABOR AND INDUSTRY – 6602
COMMISSIONER'S OFFICE/CSD-03
 January 2009

The department has operated its information technology services in a completely decentralized organizational structure whereby division IT staff and resources are deployed under the direction of agency division administrators. As of January 2009, the department has consolidated the network and computer support functions (FTE and operations) into the Office of Information Technology. The department has identified a number of goals and objectives that consolidation will afford:

- Create a strong central technology infrastructure by consolidating department network and computer support services
 - Reorganize the five divisions network and computer support staff into the Office of Information technology effective January 19, 2009
 - Request budgetary authority to fund the new office through a proprietary account and approval of a rate to recoup costs in the 2009 Legislature.
- Reduce costs and gain efficiencies through standardizing technology, consolidating hardware, and implementing common technical support across divisions
 - Consolidate file servers' where divisions co-locate and those locations where wide-area network (WAN) servers can accommodate consolidation by June 2009
 - Develop and implement standards for consistent deployment and enhancements at the PC and network file server level by December 2009
- Improve Customer Service
 - Develop and implement metrics for service delivery by June 2009
 - Require staff to use Help Desk software which will be used to monitor service delivery with results reported to the ITSC quarterly.
- Develop a motivated and competent workforce by maximizing personnel attributes and knowledge transfer and establishing a career ladder
 - Complete a skills assessment and develop a detailed training plan for staff by April 2009
 - Cross-train division personnel on a department service delivery level by December 2009
 - Assess the possibility of a career ladder with a recommendation to the ITSC by December 2009

The department is requesting that the new Office of Information Technology be funded through a proprietary account. This request will require legislative approval for the following:

- **Funding switch** - Move 13 FTE and related operating costs from House Bill 2 to an internal service fund

	Fiscal 2010	Fiscal 2011
FTE	(13.00)	(13.00)
Personal Services	(\$847,754)	(\$849,929)
Operating Expenses	(\$341,937)	(\$341,937)
TOTAL COSTS	(\$1,189,691)	(\$1,191,866)
State/Other Special	(\$634,450)	(\$635,226)
Federal Special	(\$555,240)	(\$556,639)
TOTAL FUNDS	(\$1,189,691)	(\$1,191,866)
FTE	13.00	13.00
Personal Services	\$847,754	\$849,929
Operating Expenses	\$341,937	\$341,937
TOTAL COSTS	\$1,189,691	\$1,191,866
Proprietary Fund	\$1,189,691	\$1,191,866
TOTAL FUNDS	\$1,189,691	\$1,191,866
NET REQUEST	\$0	\$0

- **Office of Information Technology Rate** - Approval of a rate not to exceed \$121 for each of the fiscal years 2010 and 2011 per hour of billable service hours. The rate will recoup both direct and indirect personal services and operating costs.

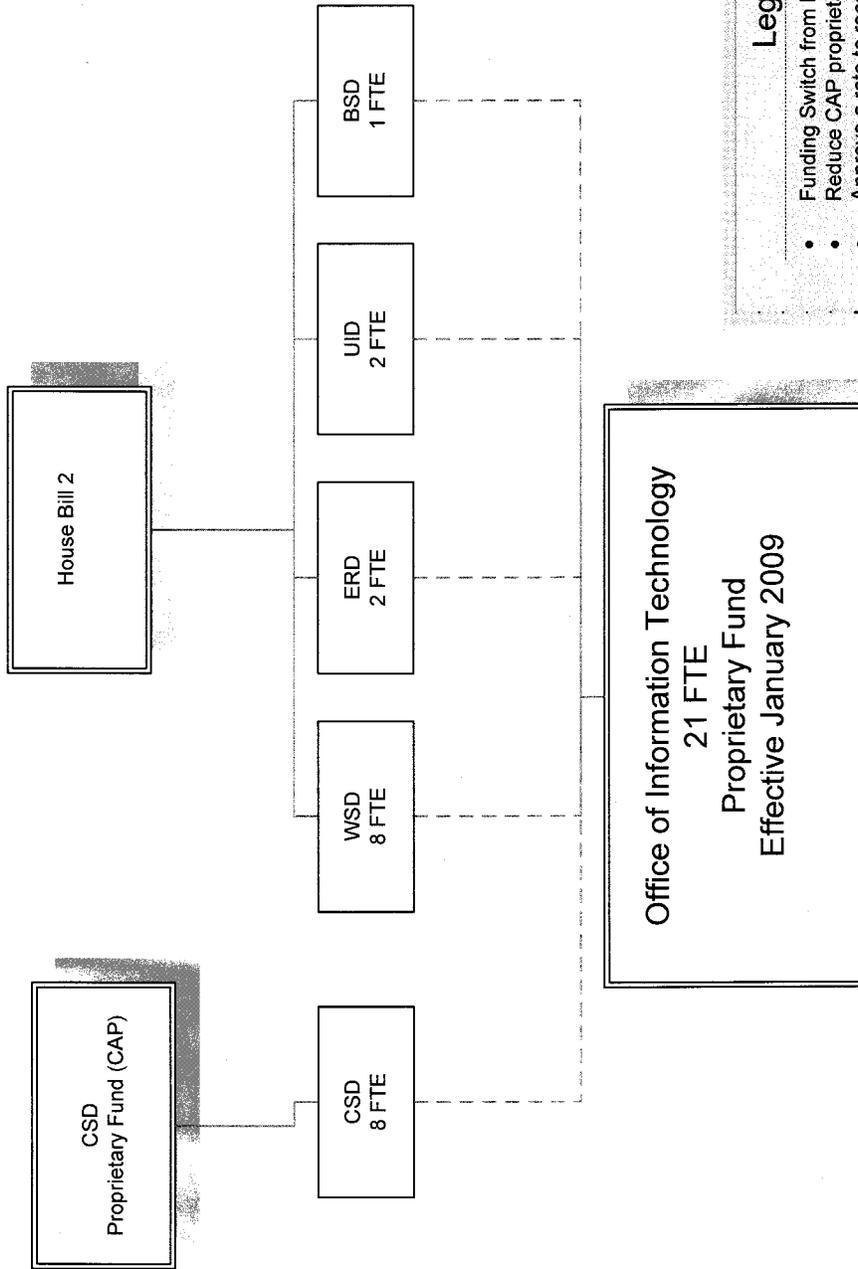
- **Centralized Services CAP Rate** – The cost allocation rate requested by the Commissioner’s Office and CSD, program 03, will be reduced by the transfer of 8 FTE to the Office of Information Technology. The adjusted rate requested is 9.73% for FY 2010 and 9.25% for FY 2011. Proprietary rate tables will be adjusted accordingly to transfer \$715,623 in 2010 and \$717,561 in 2011 to the Office of Information Technology.
- **Program Operating Increase** - Approval for an increase in program operating costs to pay for network and computer support services provided by the Office of Information Technology.
- **Program Operating Decrease** - Program DPs for general operating increase related to indirect costs for department centralized services will be reduced to recoup costs at the new rates.

Indirect Cost recovery Request CAP/OIT					
2010					
Indirect Cost Recover Request - CAP and OIT	Personal Services	Revised CAP Rate	Total Request 62889	Over Budgeted	OIT Indirect Cost Recovery request
		9.73%			
WSD -Ops/Oversite	\$14,618,430	\$1,421,949	\$1,660,043	(\$236,094)	\$820,169
WSD - R&A	\$1,240,059	\$120,622	\$142,228	(\$21,806)	\$136,695
UID	\$7,840,082	\$762,612	\$898,435	(\$135,823)	\$464,762
CSD	\$1,231,184	\$119,758	\$141,210	(\$21,462)	\$68,347
ERD	\$7,549,511	\$734,348	\$868,159	(\$192,911)	\$341,737
BSD	\$8,273,428	\$804,764	\$943,931	(\$139,187)	\$205,042
OCS	\$235,051	\$22,864	\$28,149	(\$6,295)	\$13,669
WCC	\$466,228	\$45,350	\$53,421	(\$8,071)	\$13,669
	\$41,453,973	\$4,032,268	\$4,735,576	(\$703,308)	\$2,064,090
				Need	\$6,095,278
				REQUEST	\$6,095,278

2011					
Indirect Cost Recover Request - CAP and OIT	Personal Services	Revised CAP Rate	CAP Indirect Cost Recl Request 62889	Over Budgeted	OIT Indirect Cost Recovery request
		9.25%			
WSD -Ops/Oversite	\$14,673,518	\$1,357,255	\$1,637,093	(\$279,838)	\$821,939
WSD - R&A	\$1,245,442	\$115,200	\$140,335	(\$23,136)	\$136,990
UID	\$7,862,735	\$727,278	\$885,250	(\$157,972)	\$465,766
CSD	\$1,235,123	\$114,245	\$139,176	(\$24,831)	\$68,495
ERD	\$7,571,687	\$700,357	\$855,579	(\$115,222)	\$342,475
BSD	\$8,296,564	\$767,406	\$930,315	(\$122,909)	\$205,485
OCS	\$235,733	\$21,805	\$28,149	(\$6,344)	\$13,699
WCC	\$466,476	\$43,148	\$52,929	(\$9,781)	\$13,699
	\$41,587,278	\$3,846,694	\$4,668,826	(\$822,132)	\$2,068,547
				Need	\$5,897,693
				REQUEST	\$5,897,693

DEPARTMENT OF LABOR AND INDUSTRY
OFFICE OF INFORMATION TECHNOLOGY

1/20/2009



Legislative Action Request

- Funding Switch from HB2 to Proprietary
- Reduce CAP proprietary Rate
- Approve a rate to recoup OIT costs
- Reduce Program Operating Costs for corresponding reduction in CAP rate

EXHIBIT 3
DATE 1/26/09
HB 2

EXHIBIT 3

DATE 1/24/09

Employee Name
Title

Position Number 66266067

Employee ID Number 2

Employee Status Regular

Department
Location
Supervisor

Fiscal Year 2009
Cover Period Start
Cover Period End

Mid Year Date
Mid Behavior Average
Mid Performance Average

Final Year Date
Final Behavior Average
Final Performance Average

Core Value Individual Responsibility

General Description

- 10 - Exceeds Expectation**
 - 1. Regularly speaks to a wide variety of audiences in a professional and appropriate manner.
 - 2. Considered an expert in the area of the subject matter
 - 3. Presents complex and technical material or ideas in a manner others can easily follow and understand.
 - 4. Anticipates the impact of the presentation or information on the audience and the organization.
 - 5. Always adjusts the language, writing style and terminology to meet the need and level of understanding of the reader.
 - 6. Creatively produces a wide variety of written materials, effectively utilizes various styles of writing to communicate successfully to target a variety of audiences.
 - 7. Always communicates in a productive manner.
 - 8. Consistently analyzes audience and subject matter to determine sensitive or volatile issues and adjusts material/responses accordingly.
- 7 - Meets Expectations**
 - 1. Clearly presents information through the spoken or written word.
 - 2. Reads and interprets complex information.
 - 3. Consistently adjusts language, writing style and terminology to meet the need and level of understanding of the reader.
 - 4. Informs internal and external customers or clients.
 - 5. Demonstrates active listening.
 - 6. Routinely communicates in a productive manner, rarely communicates in a counter productive manner.
- 5 - Needs Improvement**
 - 1. Does not consistently communicate messages and ideas in an effective and organized manner.
 - 2. Does not consistently use appropriate grammar and syntax.
 - 3. Does not consistently adjust the language, writing style and terminology to meet the need and level of understanding of the reader.
 - 4. Inappropriately uses technical terms and acronyms in communications.
 - 5. Occasionally communicates in a counter productive manner.
- 0 - Unacceptable**
 - 1. Seldom demonstrates this competency in circumstances for which it is appropriate.
Or
 - 2. Routinely communicates in a counter productive manner.

Or
 - 3. Communicates information or performs in a manner detrimental to the organization.
Or
 - 4. Communicates inappropriate or confidential information to an individual or organization.

Mid Year

Rate

Comment

Final

Rate

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Core Value Customer Focus

General Description

- 10 - Exceeds Expectation**
1. Anticipates road blocks or deterrents to achieving goals.
 2. Modifies actions/strategies appropriately to achieve goals.
 3. Effectively coordinates, and involves, all necessary parties to achieve desired outcome and achieve goals.
 4. Recognizes when issues may impact other staff/customers and makes appropriate recommendations.
 5. Consistently recognizes needs and requirements of organization when planning and setting goals.
- 7 - Meets Expectations**
1. Prepares for emerging customer needs.
 2. Effectively manages multiple projects.
 3. Determines project urgency in a meaningful and practical way
 4. Uses goals to guide actions and creates detailed action plans.
 5. Effectively organizes and schedules people and tasks.
 6. Adheres to organizational goals and the tasks at hand.
 7. Aligns actions and activities with the needs and goals of the organization.
 8. Effectively and appropriately prioritizes goals and tasks based upon assessment of organizational need and/or urgency.
- 5 - Needs Improvement**
1. Does not consistently manage time in the most efficient manner.
 2. Organization style is not as effective as it needs to be.
 3. Does not consistently recognize planning, prioritizing, and goal setting as an issue or seek out ways to improve.
- 0 - Unacceptable**
1. Seldom demonstrates competency in circumstances for which it is appropriate.
Or
 2. Goals are not met due to the inability to plan, prioritize and set goals.
Or
 3. Due to actions, or lack of action, hinders staff from meeting their goals.

Mid Year

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Comment

Core Value Continuous Improvement

General Description

- 10 - Exceeds Expectation**
 1. Recognizes the ongoing organizational behavior and addresses the underlying strategic problems.
 2. Recognizes opportunities or political forces affecting the agency.
 3. Gains acceptance on key issues.
 4. Encourages others to take action when appropriate.
 5. Always focuses on the process and not an isolated event.
 6. Is an asset in organizational related issues based on appropriate impact and understanding of what will best benefit the organization.
 7. Consistently demonstrates and recommends actions that are in the best interest of the organization.

- 7 - Meets Expectations**
 1. Establishes and conveys a sense of purpose.
 2. A team builder; brings people together successfully around tasks.
 3. Structures subordinates work appropriately.
 4. Resourceful; marshals people, funds and space required for projects.
 5. Organizes and manages projects; good shepherding skills.
 6. Recognizes and rewards people for their work.
 7. Manages the process of decision-making effectively; knows who to involve on what issues.
 8. Typically focuses on the process and not an isolated event.
 9. Handles situations where there is no prescribed method for proceeding.
 10. Translates strategy into action.

- 5 - Needs Improvement**
 1. Does not consistently clearly understand or always work within the organizational hierarchy and chain of command.
 2. Does not consistently adhere to standard operating procedure to accomplish typical work tasks.

- 0 - Unacceptable**
 1. Seldom demonstrates this competency in circumstances for which it is appropriate.
Or
 2. Is overly reactive to the situation to the point it is disruptive to the work unit and/or customer.
Or
 3. By actions, or lack of action, disrupts the work unit and/or customer, or results in issues that must be dealt with at a higher level.

Mid Year

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Core Value Individual Responsibility

General Description

- 10 - Exceeds Expectation**
 - 1. Consistently uses good judgment to further the success of the project, organization or department.
 - 2. Develops broad strategies to utilize the least amount of operational or human resources necessary to accomplish a mission.
 - 3. Is considered an authority at understanding the essence of a service or product.
 - 4. Draws upon extensive experience with a broad range of failures, successes, issues, strategies, and operational and human factors in developing solutions to problems.
 - 5. Always commits to a sensible, logical and effective action after considering alternative actions and their consequences on the resources, constraints, and values of an organization.
 - 6. Consistently considers organizational, departmental and political factors before acting or recommending a course of action.

- 7 - Meets Expectations**
 - 1. Commits to a sensible, logical and effective action after considering alternative actions and their consequences on the resources, constraints, and values of an organization.
 - 2. Recognizes when it is inappropriate to act on their own and brings the matter to the appropriate level of authority.

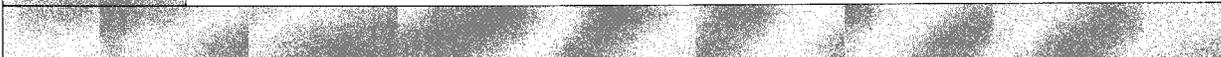
- 5 - Needs Improvement**
 - 1. Does not consistently draw accurate conclusions.
 - 2. Does not consistently recommend realistic actions.
 - 3. Does not consistently learn from mistakes.

- 0 - Unacceptable**
 - 1. Seldom demonstrates this competency in circumstances for which it is appropriate.
Or
 - 2. Uses poor judgment that causes disruption to the work unit or customers being served.
Or
 - 3. Creates additional work by actions or inactions.

Mid Year

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Core Value Ethics in the Workplace

General Description

- 10 - Exceeds Expectation**
 - 1. Consistently and continually models exceedingly high standards of ethical behavior, regardless of personal consequences.
 - 2. Consistently places the respect of others as a priority when making decisions.
 - 3. Consistently conducts self in a manner that demonstrates integrity on behalf of self, department and administration.
 - 4. Recognizes political/public impact of ethical behavior as they represent the organization, DLI and the Governor.
- 7 - Meets Expectations**
 - 1. Is tactful; maintains confidences, and fosters an ethical work environment.
 - 2. Gives proper credit to others.
 - 3. Handles all situations honestly.
 - 4. Models high standards of honesty, integrity, trust, and openness.
 - 5. Knows, understands, and follows through with the correct standards of conduct and moral judgment required.
 - 6. Acts outside the norm when needed to adhere to ethical principles.
 - 7. Communicates and demonstrates actions in a consistent manner.
 - 8. Respects others, regardless of individual capabilities, agendas, opinions or needs.
- 5 - Needs Improvement**
 - 1. Does not consistently communicate and demonstrate actions in a consistent manner.
 - 2. Does not consistently follow through with appropriate conduct and moral judgment.
- 0 - Unacceptable**
 - 1. Does not demonstrate this competency in circumstances for which it is appropriate.
Or
 - 2. Displays inappropriate actions that are considered unethical and disruptive.

Mid Year

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Core Value Individual Growth

General Description

- 10 - Exceeds Expectation**
 - 1. Uses proven and/or innovative strategies to promote team cooperation and productivity.
 - 2. Adapts strategies to current situation as appropriate.
 - 3. Establishes and communicates a compelling direction or vision that serves to motivate the group to work towards continual achievement of goals.
 - 4. Has a global perspective of government as an "enterprise".
 - 5. Changes tradition, when needed, by reforming and reorganizing how services are accomplished.
 - 6. Creates new concepts, models, theories and relationships to align with organizational strategies.
 - 7. Demonstrates leadership competencies to all individuals in organization and is recognized and respected as a leader, regardless of position or title.
- 7 - Meets Expectations**
 - 1. Assumes a role of authority as necessary.
 - 2. Advocates new ideas, even when risk is involved.
 - 3. Delegates responsibility and empowers associates to make decisions.
 - 4. Provides constructive feedback to others.
 - 5. Encourages innovation and implements nontraditional ideas.
 - 6. Creates and implements new concepts, models, theories, and relationships to address work in new ways.
 - 7. Motivates others to seek best practices.
 - 8. Ensures work unit has all necessary tools and information.
 - 9. Identifies and removes barriers.
 - 10. Recognizes leadership is responsibility regardless of position or title.
- 5 - Needs Improvement**
 - 1. Only provides basic directions and instructions.
 - 2. Does not consistently make sure work unit has all necessary tools and information.
 - 3. Does not consistently identify and remove barriers.
 - 4. Does not consistently look for new and/or non-traditional ideas, approaches and available resources to improve problem solving.
 - 5. Does not consistently recognize leadership is a responsibility of all employees regardless of position or title.
- 0 - Unacceptable**
 - 1. Seldom demonstrates this competency in circumstances for which it is appropriate.
Or
 - 2. Work group flounders or fails due to lack of direction and growth.
Or
 - 3. Others do not seek out as a model for advice or assistance, based on past experience or behaviors.
Or
 - 4. Acts as a barrier to others.

Mid Year

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General Description

- 10 - Exceeds Expectation**
 - 1. Anticipates spending needs and develops strategies to meet them.
 - 2. Recognizes and initiates needed changes in the annual budget.
 - 3. Anticipates information needed for fiscal notes and consistently prepares accurate fiscal notes prior to the deadline.
 - 4. Proactively manages division budget to maximize delivery of division goals and objectives.

- 7 - Meets Expectations**
 - 1. Establishes the spending needs and priorities of division.
 - 2. Prepares an annual division budget.
 - 3. Prepares accurate financial analysis for division.
 - 4. Monitors spending pattern to stay within the allotted budget

- 5 - Needs Improvement**
 - 1. Does not consistently establish spending priorities.
 - 2. Prepares an inadequate or incomplete annual division budget.
 - 3. Prepares inaccurate financial analysis.
 - 4. Does not consistently monitor the division budget.

- 0 - Unacceptable**
 - 1. Fails to establish spending priorities.
 - 2. Fails to prepare an annual budget.
 - 3. Prepares inaccurate financial analysis which results in spending problems.
 - 4. Does not monitor the division spending pattern, or inappropriately overspends budget.

Mid Year

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General Description

- 10 - Exceeds Expectation**
 - 1. Manages staff turnover and selection process to consistently hire high quality staff in a timely manner.
 - 2. All staff members have opportunity for high quality training needed to be fully trained in job duties.
 - 3. Performance problems and discipline issues are corrected in a manner that the issues do not recur and the employee becomes more productive.
 - 4. Working environment is vibrant, creative and positive so that employees enjoy coming to work.

- 7 - Meets Expectations**
 - 1. Selection process results in consistent hiring of competent, well trained staff.
 - 2. Provides quality training opportunities for staff to improve skills and performance.
 - 3. Addresses performance problems and discipline problems in a timely and effective manner.
 - 4. Creates positive, effective and harmonious working environment for division staff.

- 5 - Needs Improvement**
 - 1. Does not manage selection processes for timely hiring or hiring of qualified staff.
 - 2. Incomplete or inadequate reference checks.
 - 3. Training opportunities for staff are haphazard or incomplete.
 - 4. Performance problems are not addressed in a manner that resolves the issue.
 - 5. Employee dissatisfaction within division is not addressed and dealt with effectively.

- 0 - Unacceptable**
 - 1. Does not adequately check references for new hires which results in poor hiring decisions.
 - 2. Fails to provide training for staff needed to perform their duties.
 - 3. Fails to address known performance problems and performance problems become disruptive.
 - 4. Working relationships within division are dysfunctional and cause disruption within the office.

Mid Year

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Final

Rate 
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General Description Maximize the department's financial opportunities and available human/service resources.

- 10 - Exceeds Expectation** Provide leadership in long-term financial planning. Provide leadership in accurate and meaningful financial information that meets the needs of division staff.
- 7 - Meets Expectations** Provide fiscal oversight to DLI divisions from a department-wide perspective that supports a common vision and leverages expertise. Facilitate long-term financial planning. Provide accurate and meaningful financial information that meets the needs of division staff.
- 5 - Needs Improvement** : Fiscal oversight is not consistently provided from a department-wide perspective. Financial information is not consistently accurate or meaningful to meet the needs of division staff.
- 0 - Unacceptable** Fiscal oversight is not provided from a department-wide perspective. Financial information is not accurate or meaningful to meet the needs of division staff. Long-term financial planning is not facilitated.

Mid Year

Rate 
Comment 

Final

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Comment 

General Description

- 10 - Exceeds Expectation**
1. Is a recognized subject matter expert in the areas of the division responsibilities.
 2. Program goals and objectives are relevant, measurable, easily understood and provide clear direction for the division staff.
 3. Well aware of how division is doing in meeting program goals.
 4. Statutory requirements are fully implemented.
 5. Recommendations for statutory changes are well thought out to promote sound public policies.

- 7 - Meets Expectations**
1. Thorough knowledge of laws, administrative rules and policies related to division responsibilities.
 2. Defines and establishes program goals and objectives for division.
 3. Monitors division performance to insure that program goals and objectives are being met.
 4. Plans and formulates policies and procedures for insuring statutory requirements and program goals are met.
 5. Recommends changes in statutes administered by division to comply with court decisions, incorporate good government best practices, and promote sound public policy.
 6. Oversees the development of timely administrative rules to implement legislation.

- 5 - Needs Improvement**
1. Has only limited or cursory knowledge of laws, administrative rules and policies related to division's responsibilities.
 2. Program goals and objectives are incomplete or inadequate.
 3. Division performance monitoring is limited or incomplete
 4. Not fully aware of whether statutory responsibilities are being met within the division's field.
 5. Negotiation proposals are not well thought out to promote good government best practices.
 6. Policy development is not timely or complete.

- 0 - Unacceptable**
1. Does not have knowledge of laws, administrative rules and policies related to division.
 2. Does not establish program goals and objectives for division.
 3. Does not monitor division performance to insure goals are met.
 4. Does not establish procedures for insuring statutory requirements are met.
 5. Does not provide leadership in recommending bargaining changes and implementing department policy updates or changes.

Mid Year

Rate 
Comment 

Final

Rate 
Comment 

General Description Performs work safely.

- 10 - Exceeds Expectation**
 - 1. Identifies and pursues solutions to safety issues.
 - 2. Is comfortable stopping others and demonstrating proper (safe) work practices.
 - 3. Proactively takes steps to provide a safe work environment or to improve workplace safety.
 - 4. Serves as a resource to peers on safety issues.
 - 5. Personally commits to continuous improvement in the safety arena.
- 7 - Meets Expectations**
 - 1. Is current on required health and safety training.
 - 2. Understands the importance of safety as it applies to work tasks.
 - 3. Performs work in accordance with safety procedures and the Montana Safety Culture Act.
 - 4. Practices safe work habits (e.g. - ergonomic principles).
 - 5. Does not perform work if it is unsafe to do so.
- 5 - Needs Improvement**
 - 1. Does not consistently follow safety procedures.
 - 2. Does not consistently practice safe work habits.
 - 3. Lapses in completion of required health and safety training.
 - 4. Does not consistently correct safety issues in the workplace.
- 0 - Unacceptable**
 - 1. Seldom demonstrates safe work habits.
 - 2. Violates safety protocol on an ongoing basis.
 - 3. Willfully ignores safety guidance.
 - 4. Performs work in a manner that endangers the worker and/or the worker's peers.

Mid Year

Rate
Comment

Final

Rate
Comment

EXHIBIT 3

DATE 1/24/09

Employee Name
Title

Position Number 66266067

Employee ID Number 2

Employee Status Regular

Department
Location
Supervisor

Fiscal Year 2009
Cover Period Start
Cover Period End

Mid Year Date
Mid Behavior Average
Mid Performance Average

Final Year Date
Final Behavior Average
Final Performance Average

Core Value Individual Responsibility

General Description

- 10 - Exceeds Expectation**
 - 1. Regularly speaks to a wide variety of audiences in a professional and appropriate manner.
 - 2. Considered an expert in the area of the subject matter
 - 3. Presents complex and technical material or ideas in a manner others can easily follow and understand.
 - 4. Anticipates the impact of the presentation or information on the audience and the organization.
 - 5. Always adjusts the language, writing style and terminology to meet the need and level of understanding of the reader.
 - 6. Creatively produces a wide variety of written materials, effectively utilizes various styles of writing to communicate successfully to target a variety of audiences.
 - 7. Always communicates in a productive manner.
 - 8. Consistently analyzes audience and subject matter to determine sensitive or volatile issues and adjusts material/responses accordingly.
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 - 4. Informs internal and external customers or clients.
 - 5. Demonstrates active listening.
 - 6. Routinely communicates in a productive manner, rarely communicates in a counter productive manner.
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 - 2. Does not consistently use appropriate grammar and syntax.
 - 3. Does not consistently adjust the language, writing style and terminology to meet the need and level of understanding of the reader.
 - 4. Inappropriately uses technical terms and acronyms in communications.
 - 5. Occasionally communicates in a counter productive manner.
- 0 - Unacceptable**
 - 1. Seldom demonstrates this competency in circumstances for which it is appropriate.
Or
 - 2. Routinely communicates in a counter productive manner.

Or
 - 3. Communicates information or performs in a manner detrimental to the organization.
Or
 - 4. Communicates inappropriate or confidential information to an individual or organization.

Mid Year

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Core Value Customer Focus

General Description

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 5. Effectively organizes and schedules people and tasks.
 6. Adheres to organizational goals and the tasks at hand.
 7. Aligns actions and activities with the needs and goals of the organization.
 8. Effectively and appropriately prioritizes goals and tasks based upon assessment of organizational need and/or urgency.
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1. Does not consistently manage time in the most efficient manner.
 2. Organization style is not as effective as it needs to be.
 3. Does not consistently recognize planning, prioritizing, and goal setting as an issue or seek out ways to improve.
- 0 - Unacceptable**
1. Seldom demonstrates competency in circumstances for which it is appropriate.
Or
 2. Goals are not met due to the inability to plan, prioritize and set goals.
Or
 3. Due to actions, or lack of action, hinders staff from meeting their goals.

Mid Year

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Core Value Continuous Improvement

General Description

- 10 - Exceeds Expectation**
 - 1. Recognizes the ongoing organizational behavior and addresses the underlying strategic problems.
 - 2. Recognizes opportunities or political forces affecting the agency.
 - 3. Gains acceptance on key issues.
 - 4. Encourages others to take action when appropriate.
 - 5. Always focuses on the process and not an isolated event.
 - 6. Is an asset in organizational related issues based on appropriate impact and understanding of what will best benefit the organization.
 - 7. Consistently demonstrates and recommends actions that are in the best interest of the organization.

- 7 - Meets Expectations**
 - 1. Establishes and conveys a sense of purpose.
 - 2. A team builder; brings people together successfully around tasks.
 - 3. Structures subordinates work appropriately.
 - 4. Resourceful; marshals people, funds and space required for projects.
 - 5. Organizes and manages projects; good shepherding skills.
 - 6. Recognizes and rewards people for their work.
 - 7. Manages the process of decision-making effectively; knows who to involve on what issues.
 - 8. Typically focuses on the process and not an isolated event.
 - 9. Handles situations where there is no prescribed method for proceeding.
 - 10. Translates strategy into action.

- 5 - Needs Improvement**
 - 1. Does not consistently clearly understand or always work within the organizational hierarchy and chain of command.
 - 2. Does not consistently adhere to standard operating procedure to accomplish typical work tasks.

- 0 - Unacceptable**
 - 1. Seldom demonstrates this competency in circumstances for which it is appropriate.
Or
 - 2. Is overly reactive to the situation to the point it is disruptive to the work unit and/or customer.
Or
 - 3. By actions, or lack of action, disrupts the work unit and/or customer, or results in issues that must be dealt with at a higher level.

Mid Year

Rate

Comment

Final

Rate

Comment

Core Value Individual Responsibility

General Description

- 10 - Exceeds Expectation**
 - 1. Consistently uses good judgment to further the success of the project, organization or department.
 - 2. Develops broad strategies to utilize the least amount of operational or human resources necessary to accomplish a mission.
 - 3. Is considered an authority at understanding the essence of a service or product.
 - 4. Draws upon extensive experience with a broad range of failures, successes, issues, strategies, and operational and human factors in developing solutions to problems.
 - 5. Always commits to a sensible, logical and effective action after considering alternative actions and their consequences on the resources, constraints, and values of an organization.
 - 6. Consistently considers organizational, departmental and political factors before acting or recommending a course of action.
- 7 - Meets Expectations**
 - 1. Commits to a sensible, logical and effective action after considering alternative actions and their consequences on the resources, constraints, and values of an organization.
 - 2. Recognizes when it is inappropriate to act on their own and brings the matter to the appropriate level of authority.
- 5 - Needs Improvement**
 - 1. Does not consistently draw accurate conclusions.
 - 2. Does not consistently recommend realistic actions.
 - 3. Does not consistently learn from mistakes.
- 0 - Unacceptable**
 - 1. Seldom demonstrates this competency in circumstances for which it is appropriate.
Or
 - 2. Uses poor judgment that causes disruption to the work unit or customers being served.
Or
 - 3. Creates additional work by actions or inactions.

Mid Year

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Core Value Ethics in the Workplace

General Description

- 10 - Exceeds Expectation**
 1. Consistently and continually models exceedingly high standards of ethical behavior, regardless of personal consequences.
 2. Consistently places the respect of others as a priority when making decisions.
 3. Consistently conducts self in a manner that demonstrates integrity on behalf of self, department and administration.
 4. Recognizes political/public impact of ethical behavior as they represent the organization, DLI and the Governor.
- 7 - Meets Expectations**
 1. Is tactful; maintains confidences, and fosters an ethical work environment.
 2. Gives proper credit to others.
 3. Handles all situations honestly.
 4. Models high standards of honesty, integrity, trust, and openness.
 5. Knows, understands, and follows through with the correct standards of conduct and moral judgment required.
 6. Acts outside the norm when needed to adhere to ethical principles.
 7. Communicates and demonstrates actions in a consistent manner.
 8. Respects others, regardless of individual capabilities, agendas, opinions or needs.
- 5 - Needs Improvement**
 1. Does not consistently communicate and demonstrate actions in a consistent manner.
 2. Does not consistently follow through with appropriate conduct and moral judgment.
- 0 - Unacceptable**
 1. Does not demonstrate this competency in circumstances for which it is appropriate.

Or

 2. Displays inappropriate actions that are considered unethical and disruptive.

Mid Year

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Core Value Individual Growth

General Description

- 10 - Exceeds Expectation**
 - 1. Uses proven and/or innovative strategies to promote team cooperation and productivity.
 - 2. Adapts strategies to current situation as appropriate.
 - 3. Establishes and communicates a compelling direction or vision that serves to motivate the group to work towards continual achievement of goals.
 - 4. Has a global perspective of government as an "enterprise".
 - 5. Changes tradition, when needed, by reforming and reorganizing how services are accomplished.
 - 6. Creates new concepts, models, theories and relationships to align with organizational strategies.
 - 7. Demonstrates leadership competencies to all individuals in organization and is recognized and respected as a leader, regardless of position or title.

- 7 - Meets Expectations**
 - 1. Assumes a role of authority as necessary.
 - 2. Advocates new ideas, even when risk is involved.
 - 3. Delegates responsibility and empowers associates to make decisions.
 - 4. Provides constructive feedback to others.
 - 5. Encourages innovation and implements nontraditional ideas.
 - 6. Creates and implements new concepts, models, theories, and relationships to address work in new ways.
 - 7. Motivates others to seek best practices.
 - 8. Ensures work unit has all necessary tools and information.
 - 9. Identifies and removes barriers.
 - 10. Recognizes leadership is responsibility regardless of position or title.

- 5 - Needs Improvement**
 - 1. Only provides basic directions and instructions.
 - 2. Does not consistently make sure work unit has all necessary tools and information.
 - 3. Does not consistently identify and remove barriers.
 - 4. Does not consistently look for new and/or non-traditional ideas, approaches and available resources to improve problem solving.
 - 5. Does not consistently recognize leadership is a responsibility of all employees regardless of position or title.

- 0 - Unacceptable**
 - 1. Seldom demonstrates this competency in circumstances for which it is appropriate.
Or
 - 2. Work group flounders or fails due to lack of direction and growth.
Or
 - 3. Others do not seek out as a model for advice or assistance, based on past experience or behaviors.
Or
 - 4. Acts as a barrier to others.

Mid Year

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General Description

- 10 - Exceeds Expectation**
 - 1. Anticipates spending needs and develops strategies to meet them.
 - 2. Recognizes and initiates needed changes in the annual budget.
 - 3. Anticipates information needed for fiscal notes and consistently prepares accurate fiscal notes prior to the deadline.
 - 4. Proactively manages division budget to maximize delivery of division goals and objectives.

- 7 - Meets Expectations**
 - 1. Establishes the spending needs and priorities of division.
 - 2. Prepares an annual division budget.
 - 3. Prepares accurate financial analysis for division.
 - 4. Monitors spending pattern to stay within the allotted budget

- 5 - Needs Improvement**
 - 1. Does not consistently establish spending priorities.
 - 2. Prepares an inadequate or incomplete annual division budget.
 - 3. Prepares inaccurate financial analysis.
 - 4. Does not consistently monitor the division budget.

- 0 - Unacceptable**
 - 1. Fails to establish spending priorities.
 - 2. Fails to prepare an annual budget.
 - 3. Prepares inaccurate financial analysis which results in spending problems.
 - 4. Does not monitor the division spending pattern, or inappropriately overspends budget.

Mid Year

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General Description

- 10 - Exceeds Expectation**
 - 1. Manages staff turnover and selection process to consistently hire high quality staff in a timely manner.
 - 2. All staff members have opportunity for high quality training needed to be fully trained in job duties.
 - 3. Performance problems and discipline issues are corrected in a manner that the issues do not recur and the employee becomes more productive.
 - 4. Working environment is vibrant, creative and positive so that employees enjoy coming to work.

- 7 - Meets Expectations**
 - 1. Selection process results in consistent hiring of competent, well trained staff.
 - 2. Provides quality training opportunities for staff to improve skills and performance.
 - 3. Addresses performance problems and discipline problems in a timely and effective manner.
 - 4. Creates positive, effective and harmonious working environment for division staff.

- 5 - Needs Improvement**
 - 1. Does not manage selection processes for timely hiring or hiring of qualified staff.
 - 2. Incomplete or inadequate reference checks.
 - 3. Training opportunities for staff are haphazard or incomplete.
 - 4. Performance problems are not addressed in a manner that resolves the issue.
 - 5. Employee dissatisfaction within division is not addressed and dealt with effectively.

- 0 - Unacceptable**
 - 1. Does not adequately check references for new hires which results in poor hiring decisions.
 - 2. Fails to provide training for staff needed to perform their duties.
 - 3. Fails to address known performance problems and performance problems become disruptive.
 - 4. Working relationships within division are dysfunctional and cause disruption within the office.

Mid Year

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General Description Maximize the department's financial opportunities and available human/service resources.

- 10 - Exceeds Expectation** Provide leadership in long-term financial planning. Provide leadership in accurate and meaningful financial information that meets the needs of division staff.
- 7 - Meets Expectations** Provide fiscal oversight to DLI divisions from a department-wide perspective that supports a common vision and leverages expertise. Facilitate long-term financial planning. Provide accurate and meaningful financial information that meets the needs of division staff.
- 5 - Needs Improvement** : Fiscal oversight is not consistently provided from a department-wide perspective. Financial information is not consistently accurate or meaningful to meet the needs of division staff.
- 0 - Unacceptable** Fiscal oversight is not provided from a department-wide perspective. Financial information is not accurate or meaningful to meet the needs of division staff. Long-term financial planning is not facilitated.

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General Description

- 10 - Exceeds Expectation**
 - 1. Is a recognized subject matter expert in the areas of the division responsibilities.
 - 2. Program goals and objectives are relevant, measurable, easily understood and provide clear direction for the division staff.
 - 3. Well aware of how division is doing in meeting program goals.
 - 4. Statutory requirements are fully implemented.
 - 5. Recommendations for statutory changes are well thought out to promote sound public policies.

- 7 - Meets Expectations**
 - 1. Thorough knowledge of laws, administrative rules and policies related to division responsibilities.
 - 2. Defines and establishes program goals and objectives for division.
 - 3. Monitors division performance to insure that program goals and objectives are being met.
 - 4. Plans and formulates policies and procedures for insuring statutory requirements and program goals are met.
 - 5. Recommends changes in statutes administered by division to comply with court decisions, incorporate good government best practices, and promote sound public policy.
 - 6. Oversees the development of timely administrative rules to implement legislation.

- 5 - Needs Improvement**
 - 1. Has only limited or cursory knowledge of laws, administrative rules and policies related to division's responsibilities.
 - 2. Program goals and objectives are incomplete or inadequate.
 - 3. Division performance monitoring is limited or incomplete
 - 4. Not fully aware of whether statutory responsibilities are being met within the division's field.
 - 5. Negotiation proposals are not well thought out to promote good government best practices.
 - 6. Policy development is not timely or complete.

- 0 - Unacceptable**
 - 1. Does not have knowledge of laws, administrative rules and policies related to division.
 - 2. Does not establish program goals and objectives for division.
 - 3. Does not monitor division performance to insure goals are met.
 - 4. Does not establish procedures for insuring statutory requirements are met.
 - 5. Does not provide leadership in recommending bargaining changes and implementing department policy updates or changes.

Mid Year

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General Description Performs work safely.

- 10 - Exceeds Expectation**
 - 1. Identifies and pursues solutions to safety issues.
 - 2. Is comfortable stopping others and demonstrating proper (safe) work practices.
 - 3. Proactively takes steps to provide a safe work environment or to improve workplace safety.
 - 4. Serves as a resource to peers on safety issues.
 - 5. Personally commits to continuous improvement in the safety arena.
- 7 - Meets Expectations**
 - 1. Is current on required health and safety training.
 - 2. Understands the importance of safety as it applies to work tasks.
 - 3. Performs work in accordance with safety procedures and the Montana Safety Culture Act.
 - 4. Practices safe work habits (e.g. - ergonomic principles).
 - 5. Does not perform work if it is unsafe to do so.
- 5 - Needs Improvement**
 - 1. Does not consistently follow safety procedures.
 - 2. Does not consistently practice safe work habits.
 - 3. Lapses in completion of required health and safety training.
 - 4. Does not consistently correct safety issues in the workplace.
- 0 - Unacceptable**
 - 1. Seldom demonstrates safe work habits.
 - 2. Violates safety protocol on an ongoing basis.
 - 3. Willfully ignores safety guidance.
 - 4. Performs work in a manner that endangers the worker and/or the worker's peers.

Mid Year

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