# **TOTAL PERFORMANCE**

# GUIDE TO THE KAISER PERMANENTE BEHAVIORS



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#### **Total Performance**

In today's environment, it is critical to focus on both our individual and organizational performance levels in order to achieve Kaiser Permanente's overall goals. Achieving high levels of performance requires a culture that expects and measures performance. Actively managing performance is a key element of Kaiser Permanente's People Strategy and of being a "Best Place to Work."

Total Performance is a comprehensive approach to managing performance and includes the following business processes:

- Goal Setting and Alignment
- Ongoing Feedback
- Formal Feedback
- Reinforcement of Performance

Total Performance is supported by an online performance review form to document the manager's performance expectations of the employee that include **what** results are expected (<u>goals</u>) and **how** results are achieved (<u>behaviors</u>).

Total Performance evaluates "behaviors" rather than "competencies." Behaviors are action-oriented and are used to indicate how goals are accomplished. Competencies reflect technical or functional knowledge and skills and, while they may be a prerequisite for performance, they do not measure actual outcomes or results.

#### Kaiser Permanente Behaviors and Total Performance

Kaiser Permanente Behaviors are pre-defined:

- Seven "Core" behaviors which apply to everyone at Kaiser Permanente, and
- Twelve additional "Menu" behaviors that can be added to supplement the Core behaviors

All employees can contribute to a high-performance work culture at Kaiser Permanente by applying and demonstrating proficiency in the Kaiser Permanente Behaviors in their work.

# Kaiser Permanente Behaviors and the Value Compass

The Kaiser Permanente Behaviors support achievement of business outcomes and are closely tied to the four points on the Value Compass:

- 1. Best Service
- 2. Best Quality
- 3. Most Affordable
- 4. Best Place to Work



Actively managing employee performance contributes to all points of the Value Compass. In particular, it is a key element of our value of being a "Best Place to Work." Employees are provided clear direction on their goals, receive ongoing and formal feedback during the performance cycle, and are recognized and rewarded for their performance. All employees' performance can be more effectively evaluated when expected work behaviors are clearly defined at the beginning of the performance cycle.

# Using Kaiser Permanente Behaviors to Support Performance Goals

The seven Core behaviors were carefully chosen to drive increased individual performance. All employees are expected to demonstrate proficiency in each of the Core behaviors. A manager can, at his or her discretion, choose from the Menu behaviors to supplement the Core behaviors, or add an additional, User-Defined/Custom behavior to support the employee's achievement of his/her performance goals.

A manager's decision to add behaviors (either Menu behaviors or User-Defined/Custom behaviors) to an employee's performance review document should be based on a number of considerations, such as:

- Are the seven Core behaviors sufficient for the employee to achieve his or her performance goals?
- Does the employee have an opportunity for development that can be strengthened with a focus on additional behavior(s)?

Menu behaviors can be selected in the system by either the employee or the manager, and User-Defined/Custom behaviors can be created by either the employee or the manager. However, both Menu and User-Defined/Custom behaviors must ultimately be approved by the manager in the Total Performance system.

If a manager wants to use the same Menu or User-Defined/Custom behaviors for more than one of his/her direct reports, the behaviors can be copied to multiple employees at one time. Instructions for copying are included in the Manager's Guidance Document for Total Performance.

To be most effective, an employee should have no more than a total of 11 behaviors (of which 7 are Core Behaviors) as part of his or her performance expectations. Limiting the number of required behaviors for employees will:

- Increase the importance of each expected behavior
- Enable employees to focus on the key behaviors that will have a real impact on their work performance
- Reduce the diluting effects of having too many behaviors to focus on at one time

The User-Defined/Custom behaviors section of Total Performance should <u>not</u> be used for the following:

- Restating a core or menu behavior the existing descriptors for core and menu behaviors should be used. User-Defined/Custom behaviors are ones that are not in the core or menu set of behaviors.
- Technical or functional skills these are not part of the KP Behaviors focus.
- Statement of a performance goal all performance goals should be added in the goals section of Total Performance.
- Statement of development activities development activities should be documented in Individual Development Plans (IDP's).

#### **Providing Feedback on Kaiser Permanente Behaviors**

It takes significant time, persistence and courage to observe and provide frank, constructive feedback on employee behaviors. However, ongoing feedback on behaviors is critical in helping employees understand what behaviors are effective and what behaviors need to change in order to maximize performance.

Along with ratings on each behavior, the Total Performance system allows the employee and manager to enter comments related to demonstration of the behavior. While comments may be added for any behavior, it is especially valuable to provide comments on behaviors where the rating is other than "3 – Successful Performance."

#### **Core Behaviors**

The seven Core behaviors apply to all employees so that we can (1) enable a high-performance culture across Kaiser Permanente, (2) increase individual performance, and (3) support achievement of Kaiser Permanente's strategic imperatives and defined business objectives. Each employee is expected to develop and demonstrate proficiency in each Core behavior.

Core Behavior	Description
Champions Innovation and Change	Embraces and generates better and innovative ways to improve performance aligned to a shared purpose. Commits to sustained, effective change.
Collaborates	Supports individual and team efforts by encouraging, influencing and engaging others with different backgrounds, experiences, and points of view. Establishes effective working partnerships, participates in joint decision-making (when appropriate), and works through differences to achieve shared goals.
Communicates Effectively	Seeks to understand. Asks others for input and feedback, including those with different backgrounds, experiences, and points of view. Actively listens and ensures that people are heard and can raise concerns. Clearly and openly expresses ideas. Adjusts communications to fit the audience. Keeps others appropriately informed of goals and objectives.
Develops Self/Others	Builds skills and capabilities to enhance performance. Seeks and applies feedback. Shares knowledge, feedback and contributes to the learning of others.
Drives for Results	Makes timely decisions and takes action. Seeks out and utilizes appropriate information and resources to achieve outcomes that best serve the organization. Resolves barriers and obstacles that impede progress. Monitors progress and acts to ensure success, in an ethical manner.
Focuses on the Customer	Consistently demonstrates the knowledge, skills, abilities and behaviors necessary to provide superior and culturally sensitive service to each other and to our patients, members, customers, contracted providers, vendors, regulators and communities.
Takes Accountability	Takes personal ownership for commitments and performance, including specific deliverables & timeframes; consistently delivers as promised, with integrity.

As part of the "Goal Setting & Alignment" phase of Total Performance, a manager and employee should collectively review the seven Core behaviors, and if applicable, any Menu behaviors that will be part of the employee's performance review document. The manager can optionally choose to include a more detailed behavior level description for any Core or Menu behavior into the employee's performance review document to reflect the employee's level (role) in the organization and scope of work.

#### Five Employee/Organizational Levels

Demonstration of behaviors is different at different levels within Kaiser Permanente. Use the guidelines below for selecting which of the five employee/organizational level descriptions are most appropriate for the Core or Menu behaviors. Managers can leverage these descriptions to provide more relevant context beyond the general descriptions for each of the Core and Menu behaviors.

**Note to employees:** No employee action is required regarding setting KP Behaviors as performance expectations. This information is provided for information purposes, in the spirit of transparency. Managers and leaders will use this information for defining behaviors to assign to their direct reports, and will discuss behavioral expectations with employees at various points during the performance cycle.

#### Names of the Five Employee/Organizational Levels

Level	Title
1 <sup>st</sup>	Individual Contributor – Administrative/Support
2 <sup>nd</sup>	Individual Contributor - Professional/Technical
3 <sup>rd</sup>	First-Line Manager/Supervisor
4 <sup>th</sup>	Manager of Managers
5 <sup>th</sup>	Senior Leader

Examples of job titles for each of the five employee/organizational levels are included in the "Guidelines and Context" sections that follow.

# **Guidelines & Context for Five Employee/Organizational Levels**

1 <sup>st</sup> Level	Role/Scope (Nature of Work)	Key/Target Stakeholders (Representative)	Timeframe Perspective	Job Title Examples
Individual Contributor: Administrative/ Support	<ul> <li>Individual contributor whose focus is on supporting implementation of procedures</li> <li>Role typically requires general education, vocational training and/or on-the-job training</li> <li>Work requires decision-making with limited financial implications to the company</li> <li>Gets results through personal proficiency</li> <li>Operates as member of a team</li> </ul>	<ul> <li>Clients, members, customers</li> <li>Team &amp; staff members</li> <li>Labor partners</li> <li>Physician partners</li> </ul>	Determined by task or project	<ul> <li>Administrative         Assistant</li> <li>Executive         Assistant</li> <li>Operations         Specialist</li> <li>Customer         Service Rep</li> <li>Call Center Rep</li> </ul>

2 <sup>nd</sup> Level	Role/Scope (Nature of Work)	Key/Target Stakeholders (Representative)	Timeframe Perspective	Job Title Examples
Individual Contributor: Professional/ Technical	<ul> <li>Creative, innovative individual contributor with responsibilities requiring advanced decision-making skills</li> <li>Role generally requires a college degree or its equivalent in education and experience</li> <li>Individual works independently, typically with flexibility and authority over work priorities</li> <li>Gets results through personal proficiency</li> <li>Operates as member of a team</li> <li>May lead projects, programs, or initiatives ranging from small and well defined to large and complex</li> </ul>	<ul> <li>Clients, members, customers</li> <li>Team &amp; staff members</li> <li>Cross-functional / cross-regional colleagues</li> <li>Regional/functional leadership team</li> <li>Labor partners</li> <li>Physician partners</li> </ul>	Immediate to 3 years depending on task or project	<ul> <li>Executive/ Principal/Senior Consultant</li> <li>Project/ Program Manager</li> <li>Product Manager</li> <li>Team Lead</li> <li>Business/ Financial Analyst</li> <li>Nurse</li> <li>Pharmacist</li> <li>Physical Therapist</li> </ul>

3 <sup>rd</sup> Level	Role/Scope (Nature of Work)	Key/Target Stakeholders (Representative)	Timeframe Perspective	Job Title Examples
Supervisor; First Line Manager	<ul> <li>Supervises front-line staff; manages individual contributors</li> <li>Oversees and reviews work to ensure performance</li> <li>Day- to-day operational decision making</li> </ul>	<ul> <li>Direct reports</li> <li>Peers</li> <li>Cross- functional/ cross-regional colleagues</li> <li>Labor partners</li> <li>Physician partners</li> </ul>	< 1 year	■ Supervisor ■ Manager

4 <sup>th</sup> Level	Role/Scope (Nature of Work)	Key/Target Stakeholders (Representative)	Timeframe Perspective	Job Title Examples
<u>Manager of</u> <u>Managers</u>	<ul> <li>Manages managers</li> <li>Manages resources across multiple units to balance effectiveness &amp; efficiencies</li> <li>Develops and implements plans and practices consistent with longer term direction</li> </ul>	<ul> <li>Regional/functional leadership team</li> <li>Major KP business units, groups, divisions</li> <li>Labor partners</li> <li>Physician partners</li> <li>External stakeholders &amp; communities</li> </ul>	1-3 years	<ul> <li>Senior Manager</li> <li>Director</li> <li>Service Leader</li> <li>Vice President</li> </ul>

5 <sup>th</sup> Level	Role/Scope (Nature of Work)	Key/Target Stakeholders (Representative)	Timeframe Perspective	Job Title Examples
Senior Leader	<ul> <li>Manages         "managers of managers"</li> <li>Communicates and builds relationships with significant internal/external stakeholders</li> <li>Develops &amp; implements functional, regional, or Kaiser Permanente strategies</li> <li>Ensures results for major organizational components (e.g., Regional, Medical Group, program-wide functions)</li> </ul>	<ul> <li>National Leadership Team (NLT)</li> <li>Region Presidents Group (RPG)</li> <li>Media</li> <li>State &amp; Federal Policy Makers</li> <li>Labor partners</li> <li>Physician partners</li> <li>Key external stakeholders &amp; communities</li> </ul>	> 3 years	<ul> <li>Vice President</li> <li>Senior Vice President</li> <li>Executive Vice President</li> <li>Region President</li> <li>Chief Financial Officer</li> </ul>

Thus, each Core (as well as Menu) behavior has a more detailed behavioral descriptor, one for each of the five employee/organizational levels. A general guideline for managers is to select only those 3 or 4 more detailed behavioral descriptor bullets (under the applicable employee/organizational level) that are most relevant to his or her employee's performance goal achievement—and include only those descriptor bullets in the employee's performance document.

(See table below for the detailed behavioral descriptor, by level, for each Core behavior.)

## **Core Behaviors' Five-Level Descriptions**

**Note to employees:** No employee action is required regarding setting Core Behaviors as performance expectations. This information is provided for information purposes, in the spirit of transparency. Managers and leaders will use this information for defining behaviors to assign to their direct reports, and will discuss behavioral expectations with employees at various points during the performance cycle.

#### Core Behavior: Champions Innovation and Change

Individual Contributor Administrative/ Support	<ul> <li>Approaches and implements change positively</li> <li>Modifies current behaviors to help implement change and adopt innovation</li> </ul>		
Individual Contributor Professional/ Technical	<ul> <li>Approaches and implements change positively</li> <li>Modifies current behaviors to help implement change</li> <li>Identifies opportunities and generates ideas for change and innovation</li> <li>Influences and addresses resistance to change and innovation</li> <li>Takes appropriate risks</li> </ul>		
First-Line Manager/ Supervisor	<ul> <li>Supports, promotes, and moves changes/ innovations forward</li> <li>Designs plans for implementing change and innovation in areas of responsibility</li> <li>Takes appropriate risks</li> <li>Rewards initiative</li> <li>Initiates continuous improvement and designs plans for implementing change and innovation in areas of responsibility</li> </ul>		
Manager of Managers	<ul> <li>All behaviors captured under First-Line Manager/Supervisor apply</li> <li>Anticipates and identifies opportunities and generates ideas for change and innovation</li> <li>Effectively influences and addresses resistance to gain buy-in and engagement</li> <li>Builds commitment by explicitly laying out a clear roadmap for change</li> </ul>		
Senior Leader	<ul> <li>All behaviors captured under Manager of Managers apply</li> <li>Takes proactive role by:         <ol> <li>Articulating a compelling vision of change and innovation;</li> <li>Anticipating and overcoming potential obstacles;</li> </ol> </li> <li>Bringing out conflicts among the leadership group for discussion and resolution</li> <li>Sustains long-term change process</li> <li>Creates and supports an environment that encourages change across the organization</li> </ul>		

#### Core Behavior: Collaborates

Individual Contributor Administrative/ Support	<ul> <li>Actively contributes as member of the team</li> <li>Supports the decisions of the team</li> <li>Cooperates with and lends assistance to others</li> </ul>
Individual Contributor Professional/ Technical	<ul> <li>Works effectively with multiple key stakeholders (clients, members, team and staff members), cross-functional and cross-regional colleagues, and regional/ functional leadership team</li> <li>Partners effectively across entities (Labor Management Partnership, Permanente Medical Group, Health Plan - Hospital)</li> </ul>
First-Line Manager/ Supervisor	<ul> <li>Identifies and establishes productive relationships with direct reports, peers, cross functional/cross regional colleagues, and across KP entities (Labor Management Partnership, Permanente Medical Group, and Health Plan - Hospital)</li> <li>Creates opportunities for teams to improve effectiveness and share information</li> <li>Helps others resolve conflict</li> </ul>
Manager of Managers	<ul> <li>All behaviors captured under First-Line Manager/ Supervisor apply</li> <li>Strategically involves and builds relationships with region/function, leadership teams, major KP business units/ groups/ divisions, and across KP entities (Labor Management Partnership, Permanente Medical Group, and Health Plan -Hospital), external stakeholders, and communities</li> <li>Creates an environment that enables the team to work together optimally</li> </ul>
Senior Leader	<ul> <li>All behaviors captured under Manager of Managers apply</li> <li>Strategically involves and builds relationships with national and regional leaders, media, state and federal policy makers, crossfunctional entities (Labor Management Partnership, Permanente Medical Group, and Health Plan - Hospital), key external stakeholders, and communities</li> </ul>

#### Core Behavior: Communicates Effectively

Individual Contributor Administrative/ Support	<ul> <li>Clearly and concisely communicates verbally and in writing</li> <li>Listens carefully and attentively</li> </ul>
Individual Contributor Professional/ Technical	<ul> <li>Seeks input from different stakeholders</li> <li>Uses active listening such as acknowledging and paraphrasing</li> <li>Clearly and concisely communicates verbally and in writing</li> <li>Delivers effective presentations</li> <li>Adapts communication style for different audiences</li> <li>As required by their project/ assignment, communicates with executives to influence and gain approval</li> </ul>
First-Line Manager/ Supervisor	<ul> <li>Clearly and concisely communicates verbally and in writing</li> <li>Clearly communicates roles, goals, and expectations to_direct reports</li> <li>Seeks and listens to feedback from direct reports, managers, peers, and customers</li> <li>Keeps staff updated on essential organizational information</li> <li>Inspires the team toward reaching its goals</li> </ul>
Manager of Managers	<ul> <li>All behaviors captured under First-Line Manager/ Supervisor apply</li> <li>Communicates to direct reports and staff the link between department's work and the big picture</li> <li>Translates strategy and goals into action steps</li> <li>Conveys the rationale for decisions</li> <li>Asks for and responds to input from multiple stakeholders</li> <li>Keeps stakeholders informed</li> <li>Tailors communication style to engage diverses audiences</li> </ul>
Senior Leader	<ul> <li>All behaviors captured under Manager of Managers apply</li> <li>Clearly and consistently communicates and ensures that the vision of Kaiser Permanente is understood by key internal and external stakeholders, and communities (may include media, state, and federal policy makers)</li> <li>Translates functional, regional, or enterprise-wide strategies, so that others can understand their role and take action</li> <li>Ensures a free flow of information up, down, and across the organization</li> </ul>

#### Core Behavior: Develops Self/Others

Individual Contributor Administrative/ Support	<ul> <li>Takes responsibility to build skills and capabilities to enhance performance</li> <li>Seeks and applies feedback</li> <li>Learns from mistakes</li> <li>Shares knowledge and feedback to contribute to the learning of others</li> </ul>
Individual Contributor Professional/ Technical	<ul> <li>Takes responsibility to build skills and capabilities to enhance performance</li> <li>Seeks and applies feedback</li> <li>Learns from mistakes</li> <li>Shares knowledge and feedback to contribute to the learning of others</li> </ul>
First-Line Manager/ Supervisor	<ul> <li>Seeks feedback</li> <li>Learns from mistakes</li> <li>Embraces learning, and models that for others</li> <li>Provides ongoing coaching and development opportunities</li> <li>Gives direct, constructive feedback to improve performance and grow capability</li> </ul>
Manager of Managers	<ul> <li>All behaviors captured under First-Line Manager/ Supervisor apply</li> <li>Seeks feedback, embraces learning, and models that for others</li> <li>Establishes learning and growth as a priority</li> <li>Provides experiences so that others can learn and grow</li> <li>Creates visibility for current and future leaders</li> <li>Anticipates future skills and capabilities needed for the future</li> </ul>
Senior Leader	<ul> <li>All behaviors captured under Manager of Managers apply</li> <li>Seeks feedback, embraces learning, and models that for others</li> <li>Establishes learning and growth as a priority for the organization</li> <li>Provides experiences so that others can learn and grow</li> <li>Creates visibility for current and future leaders</li> <li>Takes actions to ensure KP has the workforce and leadership capabilities that it needs</li> </ul>

#### Core Behavior: Drives for Results

Individual Contributor Administrative/ Support	■ Improves results and achieves excellence through continuous learning
Individual Contributor Professional/ Technical	<ul> <li>Thinks of ways to improve results and achieves excellence through continuous learning</li> <li>Where applicable, delivers within budgets/ resources and overcomes obstacles to achieve results</li> </ul>
First-Line	<ul> <li>Makes effective day-to-day operational decisions</li> </ul>
Manager/ Supervisor	<ul> <li>Establishes goals, monitors progress, and manages people and resources to achieve quality outcomes for their unit</li> <li>Motivates staff to attain goals</li> </ul>
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Manager of Managers	All behaviors captured under First-Line Manager/ Supervisor apply  Manager and all sections are a section as a section of the section of
	<ul> <li>Manages and allocates resources across multiple units to generate results</li> </ul>
	<ul><li>Makes timely decisions</li></ul>
	<ul> <li>Addresses future threats_and opportunities</li> </ul>
	<ul> <li>Holds managers and their teams accountable for performance goals</li> </ul>
	Focuses on continually improving organizational performance
Senior Leader	All behaviors captured under Manager of Managers apply
	<ul> <li>Uses key business goals and strategies to set priorities for major operational units and/or the enterprise</li> </ul>
	<ul> <li>Makes fact-based decisions that address business threats and opportunities</li> </ul>
	<ul> <li>Uses internal and external best practices to set expectations for high performance and continuous improvement</li> </ul>

#### Core Behavior: Focuses on the Customer

Individual Contributor Administrative/ Support	<ul> <li>Seeks and demonstrates understanding</li> <li>Communicates sensitivity to the needs of patients/ members/ customers</li> <li>Sets and adjusts priorities to meet patient/ member/ customer needs</li> <li>Responds to and resolves problems impacting customers in a timely and professional manner</li> <li>Participates in service training at KP as provided</li> </ul>
Individual Contributor Professional/ Technical	<ul> <li>Seeks and demonstrates understanding</li> <li>Communicates sensitivity to the needs of patients/members/customers</li> <li>Sets and adjusts priorities to meet patient/ member/customer needs</li> <li>Incorporates patient/member/customer needs into projects, programs, and initiatives</li> <li>Responds to and resolves problems impacting customers in a timely and professional manner</li> <li>Participates in service training at KP as provided</li> </ul>
First-Line Manager/ Supervisor	<ul> <li>Sets and adjusts priorities to meet patient /member/ customer needs</li> <li>Models service excellence and reinforces service behaviors</li> <li>Support individuals and team in building a service culture.</li> <li>Monitors service metrics</li> </ul>
Manager of Managers	<ul> <li>All behaviors captured under First-Line Manager/ Supervisor apply</li> <li>Seeks information regarding the needs of patient/ member/ customer to make decisions and takes action that benefits them</li> <li>Anticipates needs, aligns systems and processes and balances resources across units to enhance customer satisfaction</li> <li>Drives operational strategies to meet customer needs</li> </ul>
Senior Leader	<ul> <li>All behaviors captured under Manager of Managers apply</li> <li>Develops long-term strategies and sponsors key initiatives at the organizational level to promote and achieve a culture of service excellence</li> </ul>

#### Core Behavior: Takes Accountability

Individual Contributor Administrative/ Support	<ul> <li>Consistently meets commitments to customers, colleagues, and manager</li> <li>Delivers on tasks as promised</li> </ul>
Individual Contributor Professional/ Technical	<ul> <li>Consistently meets commitments to customers/ colleagues/ manager</li> <li>Delivers on task/projects/ initiatives as promised</li> <li>Takes responsibility for own decisions</li> </ul>
First-Line Manager/ Supervisor	<ul> <li>Consistently meets commitments to direct reports, manager, customers, peers, team, and cross-entity partners (Labor Management Partnership, Permanente Medical Group, and Health Plan - Hospital</li> <li>Effectively manages resources</li> <li>Takes responsibility for own decisions</li> <li>Ensures others meet commitments</li> </ul>
Manager of Managers	<ul> <li>All behaviors captured under First-Line Manager/ Supervisor apply</li> <li>Consistently meets commitments to direct reports/ regional/ functional LT, major KP business units, groups, divisions, cross entity teams, external stakeholders, and communities</li> <li>Effectively manages within resources</li> </ul>
Senior Leader	<ul> <li>All behaviors captured under Manager of Managers apply</li> <li>Consistently meets commitments to national and regional leaders; media, state, and federal policy makers; cross- entities; key external stakeholders; and communities</li> <li>Creates a culture where upholding commitments is the norm</li> </ul>

#### **Menu Behaviors**

**Note to employees:** No employee action is required regarding setting Behaviors as performance expectations. This information is provided for information purposes, in the spirit of transparency. Managers and leaders will use this information for defining behaviors to assign to their direct reports, and will discuss behavioral expectations with employees at various points during the performance cycle.

The 12 Menu behaviors supplement the Core behaviors. Managers can select from the Menu behaviors on an "as needed" basis for their employee's performance review document. As a general guideline, managers should include four or fewer Menu behaviors (if any) in an employee's performance review document. (A region or function may provide specific guidance based on business priorities for the upcoming performance cycle.)

Menu Behavior	Description
Acts with Compassion	Demonstrates a genuine caring attitude towards others. Concerned about the well being of others in their work and personal lives. Treats others with empathy, dignity and respect.
Deals with Ambiguity	Effectively copes with uncertainties and deals with risk. Exercises good judgment and acts based on available information.
Demonstrates Business Acumen	Uses economic, financial, market and industry knowledge and data to understand and improve business results. Understands health care industry and Kaiser Permanente's business. Connects internal business activity with broader external view of business to continuously improve performance.
Demonstrates Creativity	Generates original, innovative, and value-added ideas to improve performance and meet goals.
Demonstrates Resource Stewardship	Ethically and systematically utilizes the resources entrusted to KP to create superior quality and value for all members, patients and customers. Shares successful practices, eliminates waste where it exists, decreases unwanted variation, and enhances reliability.
Exerts Influence	Considers the needs of various diverse interests and people. Persuades others to pursue important courses of action. Mobilizes the interest and commitment of people to gain buy-in, secure cooperation, adjust agendas, and sustain action while maintaining and nurturing important work relationships.
Leverages Technology	Maximizes current and new technological capabilities relevant to functional area to improve business processes, support workflow, and advance efficiencies. Develops and maintains a working knowledge and up-to-date technological skill set.
Makes Effective Decisions	Makes timely decisions that best serve the organization based upon relevant, accurate information. Sets priorities. Understands one's decision-making authority. Within that authority, uses best approach to make decisions.

Menu Behavior	Description
Pays Attention to Detail	Checks work for accuracy before sending out. Performs routine or repetitious tasks with care and attention. Organizes highly detailed information and makes it easily accessible.
	Recognizes and rewards people in proportion to the excellence of their performance.  Celebrates individual and team accomplishments when they go the extra mile. Tailors acknowledgement of individual contributions in ways that have personal meaning.
Solves Problems through Planning & Analysis	Analyzes trends, crucial relationships and diverse options to solve problems in a systematic and timely manner. Chooses best solution to a problem after reviewing all available information.
Thinks and Acts Strategically	Understands the connections and relationships between one's work and how it impacts others. Seeks to understand how one's work fits into the big picture. Looks at the entire process. Considers possible future challenges and opportunities in making plans and decisions.

As noted earlier, each Menu behavior also has a more detailed behavioral descriptor, one for each of the five employee/organizational levels. A manager can optionally choose to use this more detailed description for the applicable Menu behavior in the employee's performance review form. Again, as a general guideline, managers should select only those 3 or 4 more detailed behavioral descriptor bullets (under the applicable employee/organizational level) that are most relevant to his or her employee's performance goal achievement.

(See the tables that follow for the detailed level descriptions for each Menu behavior.)

## Menu Behaviors' Five-Level Descriptions

**Note to employees:** No employee action is required regarding setting Menu Behaviors as performance expectations. This information is provided for information purposes, in the spirit of transparency. Managers and leaders will use this information for defining behaviors to assign to their direct reports, and will discuss behavioral expectations with employees at various points during the performance cycle.

#### Menu Behavior: Acts with Compassion

Menu Behavior: Acts	•
Individual Contributor Administrative/ Support	<ul> <li>Asks questions that offer assistance or seek clarity and understanding</li> <li>Is fully present when interacting with others through full attention/engagement and active listening</li> <li>Uses appropriate culturally sensitive physical cues such as sitting down versus standing up and making eye contact to personally connect with others</li> <li>Makes a difference in the lives of fellow employees, patients and their families by focusing on providing individualized attention</li> <li>Speaks up if policies and procedures supporting a healthy, caring environment are not being followed</li> </ul>
Individual Contributor Professional/ Technical	All behaviors captured under IC-Administrative/ Support apply
First-Line Manager/ Supervisor	<ul> <li>All behaviors captured under IC-Administrative/ Support apply</li> <li>Models a caring attitude toward others through words and actions</li> <li>Fosters an empathic work environment where team members' concerns, ideas and perspectives are heard</li> <li>Recognizes and rewards demonstrations of compassion by others in the work environment</li> <li>Holds staff accountable for behaving with compassion</li> </ul>
Manager of Managers	<ul> <li>All behaviors captured under and First-Line Manager/ Supervisor apply</li> <li>Prioritizes and schedules time to personally connect with all levels of employees and members</li> <li>Holds managers accountable for developing an environment of empathy and caring on their teams</li> <li>Uses multiple written and verbal approaches to communicate the importance of compassion to staff</li> <li>Uses measures, structures and procedures to make it easy to be compassionate</li> </ul>
Senior Leader	<ul> <li>All behaviors captured under Manager of Managers apply</li> <li>Consistently communicates the importance of demonstrating compassion to external audiences through multiple channels</li> <li>Establishes and conveys a compelling vision of an organization that consistently acts with empathy, dignity and respect</li> <li>Develops a long-term strategy for realizing the vision of an organization that acts with compassion</li> </ul>

#### Menu Behavior: Deals with Ambiguity

Individual Contributor Administrative/ Support	<ul> <li>Shifts gears and adapts to changing circumstances</li> <li>Stays calm when faced with uncertainty and unexpected changes in priorities</li> <li>Constructively approaches vague situations and brings more clarity</li> </ul>
Individual Contributor Professional/ Technical	<ul> <li>All behaviors captured under IC-Administrative/ Support apply</li> </ul>
First-Line Manager/ Supervisor	<ul> <li>Shifts gears and adapts to changing circumstances</li> <li>Constructively approaches vague situations and brings more clarity</li> <li>Remains calm and demonstrates personal resilience when faced with uncertainty</li> <li>Helps others manage and cope with the emotional impact of uncertainty</li> </ul>
Manager of Managers	<ul> <li>All behaviors captured under First-Line Manager/ Supervisor apply</li> <li>Puts uncertainty and ambiguity in perspective, explains it, and provides a view of how we will achieve greater clarity</li> </ul>
Senior Leader	All behaviors captured under Manager of Managers apply

#### Menu Behavior: Demonstrates Business Acumen

Individual Contributor Administrative/ Support	<ul> <li>Demonstrates understanding of the basic business of their work unit and operation</li> </ul>
Individual Contributor Professional/ Technical	<ul> <li>Applies business understanding to projects, programs, and initiatives as appropriate</li> </ul>
First-Line Manager/ Supervisor	<ul> <li>Demonstrates and applies thorough understanding of their operation to support KP's business</li> <li>Ensures their team understands the work unit's operation and how it fits with KP's business</li> <li>Demonstrates and applies understanding of business fundamentals (such as budgeting, policies, healthcare operations, HR, and regulations)</li> </ul>
Manager of Managers	<ul> <li>All behaviors captured under First-Line Manager/ Supervisor apply</li> <li>Demonstrates and applies understanding of business functions (such as finance, marketing, healthcare operations, HR, and regulations) to support KP's business</li> <li>Articulates implications of business trends for own department and the broader organization</li> </ul>
Senior Leader	All behaviors captured under Manager of Managers apply

#### Menu Behavior: Demonstrates Creativity

Individual Contributor Administrative/ Support	Suggests and uses new ideas for doing work more effectively
Individual Contributor Professional/ Technical	<ul> <li>Suggests and uses new ideas for doing work more effectively</li> <li>Adds value by "connecting the dots" of previously unrelated concepts</li> <li>May encourage others to look at challenges in new ways</li> </ul>
First-Line Manager/ Supervisor	<ul> <li>All behaviors captured under IC-Professional/Technical apply</li> <li>Fosters a culture of curiosity, experimentation, and learning</li> </ul>
Manager of Managers	All behaviors captured under First-Line Manager/Supervisor apply
Senior Leader	All behaviors captured under 1st Line Manager apply

#### Menu Behavior: Demonstrates Resource Stewardship

Individual Contributor Administrative/ Support	<ul> <li>Uses KP resources cost effectively and appropriately to serve our members and patients</li> <li>Find ways to reduce waste</li> <li>Shares best practices to optimize resources</li> </ul>
Individual Contributor Professional/ Technical	<ul> <li>All behaviors captured under IC-Administrative/ Support apply</li> </ul>
First-Line Manager/ Supervisor	<ul> <li>Models, encourages, and reinforces cost-effective and appropriate use of resources</li> <li>Identifies and realizes opportunities for more cost-effective use of resources</li> </ul>
Manager of Managers	All behaviors captured under First-Line Manager/Supervisor apply
Senior Leader	<ul> <li>All behaviors captured under Manager of Managers apply</li> <li>Leads KP's efforts in utilization and resource management to create superior quality and value for our members, patients, and customers</li> <li>Influences the health care industry and other external stakeholders to create maximum value for our communities</li> </ul>

#### Menu Behavior: Exerts Influence

Individual Contributor Administrative/ Support	<ul> <li>Puts forward ideas effectively providing data to support conclusions</li> <li>Demonstrates awareness of how one's emotions impact decisions, actions, and desired outcomes</li> </ul>
Individual Contributor Professional/ Technical	<ul> <li>Puts forward ideas effectively</li> <li>Demonstrates awareness of how one's emotions impact decisions, actions, and desired outcomes</li> <li>Carefully prepares and presents information to support arguments to appeal to interests of others from a variety of backgrounds</li> <li>Adapts ideas and ties them to the needs, goals, thoughts, and perspectives of others in order to gain their support and commitment</li> <li>Appropriately establishes relationships with supervisors, peers, and project members to obtain necessary resources and gain support</li> <li>Gets things done through formal channels and the informal network</li> </ul>
First-Line Manager/ Supervisor	<ul> <li>All behaviors captured under IC-Professional/ Technical apply</li> <li>Strategically involves and builds relationships with key stakeholders to achieve success</li> <li>Uses commonalties and differences among team members' goals, values, and problem-solving styles to generate multiple alternatives in leading group to achieve a result</li> <li>Applies understanding of the diversity and complexity of KP's organization and culture to position efforts for success</li> </ul>
Manager of Managers	<ul> <li>All behaviors captured under First-Line Manager/ Supervisor apply</li> </ul>
Senior Leader	<ul> <li>All behaviors captured under Manager of Managers apply</li> <li>Builds strategic relationships with key external stakeholders to gain support and ensure success of change initiatives</li> </ul>

#### Menu Behavior: Leverages Technology

Individual Contributor Administrative/ Support	<ul> <li>Develops and demonstrates proficiency on all software and systems required</li> <li>Seeks efficiencies by applying technologies</li> <li>Shares technological expertise with others</li> </ul>
Individual Contributor Professional/ Technical	All behaviors captured under IC-Administrative/Support apply
First-Line Manager/ Supervisor	<ul> <li>Develops and demonstrates proficiency on all software and systems required</li> <li>Seeks efficiencies by applying technologies</li> <li>Successfully supports adoption and implementation of new technologies</li> <li>Ensures people have the technology and training needed to deliver efficient, high quality care and service</li> </ul>
Manager of Managers	<ul> <li>Evaluates new technologies with an eye to broader impact</li> <li>Continuously evaluates strategy relative to emerging technologies</li> <li>Strategically utilizes technology to improve service quality and affordability</li> <li>Ensures people have the technology and training needed to deliver efficient, high quality care and service</li> </ul>
Senior Leader	<ul> <li>All behaviors captured under Manager of Managers apply</li> <li>Uses and may acquire technology to build and sustain competitive advantage</li> </ul>

#### Menu Behavior: Makes Effective Decisions

Individual Contributor Administrative/ Support	<ul> <li>Uses knowledge and expertise to make informed decisions</li> <li>Separates important from less important information to focus on the highest impact decisions/ options</li> <li>Accesses the most accurate sources of data in order to make informed decisions</li> <li>Within his/her scope of authority, makes decisions quickly when the situation demands it</li> </ul>
Individual Contributor Professional/ Technical	<ul> <li>All behaviors captured under IC-Administrative/ Support apply</li> </ul>
First-Line Manager/ Supervisor	<ul> <li>All behaviors captured under IC-Administrative/Support apply</li> <li>Delegates decisions to others as appropriate</li> <li>Ensures that all actions and decisions made (by self and staff) support established strategies and improved performance</li> </ul>
Manager of Managers	<ul> <li>All behaviors captured under First-Line Manager/ Supervisor apply</li> <li>Makes decisions on information available, as appropriate (that is, can make decisions without having all information that may be desired)</li> <li>Makes timely decisions based on knowledge and understanding of key business opportunities</li> <li>Makes decisions that reflect insight into key market and health care trends/issues, customer information, and relevant internal data</li> </ul>
Senior Leader	All behaviors captured under Manager of Managers apply

#### Menu Behavior: Pays Attention to Detail

Individual Contributor Administrative/ Support	<ul> <li>Checks work for accuracy before sending out</li> <li>Performs routine or repetitious tasks with care and attention</li> <li>Organizes highly detailed information and makes it easily accessible</li> </ul>
Individual Contributor Professional/ Technical	All behaviors captured under IC-Administrative/ Support apply
First-Line Manager/ Supervisor	All behaviors captured under IC-Administrative/ Support apply
Manager of Managers	All behaviors captured under IC-Administrative/ Support apply
Senior Leader	All behaviors captured under IC-Administrative/ Support apply

#### Menu Behavior: Recognizes and Rewards Others

Individual Contributor Administrative/ Support	<ul> <li>Acknowledges the contributions and efforts of others</li> <li>Personally thanks others</li> </ul>
Individual Contributor Professional/ Technical	<ul> <li>All behaviors captured under IC-Administrative/Support apply</li> </ul>
First-Line Manager/ Supervisor	<ul> <li>Effectively tailors rewards and recognition to be meaningful to each individual or team and to support performance</li> <li>Aligns rewards and recognition with team/ organizational goals</li> </ul>
Manager of Managers	<ul> <li>All behaviors captured under First-Line Manager/ Supervisor apply</li> <li>Holds all managers accountable for the appropriate and consistent implementation of rewards and recognition strategies for individuals and teams</li> </ul>
Senior Leader	<ul> <li>All behaviors captured under Manager of Managers apply</li> <li>Aligns rewards and recognition with organizational goals and objectives related to Kaiser Permanente</li> <li>Establishes and/or maintains a culture throughout the organization which values a high level of accomplishment and effort</li> </ul>

#### Menu Behavior: Solves Problems through Planning and Analysis

Individual Contributor Administrative/ Support	<ul> <li>Breaks down work into process steps</li> <li>Organizes work by developing schedules and tasks</li> </ul>
Individual Contributor Professional/ Technical	<ul> <li>Uses rigorous logic and valid data to solve difficult problems</li> <li>Looks beyond the obvious and doesn't stop at the first answer</li> <li>Accurately scopes out length and difficulty of tasks and projects</li> <li>Sets objectives and goals</li> <li>Breaks down work into process steps</li> <li>Develops schedules and tasks/people assignments</li> <li>Evaluates results</li> <li>Collects most relevant data to help with problem solving</li> </ul>
First-Line Manager/ Supervisor	All behaviors captured under IC-Professional/ Technical apply
Manager of Managers	All behaviors captured under IC-Professional/ Technical apply
Senior Leader	All behaviors captured under IC-Professional/ Technical apply

#### Menu Behavior: Thinks and Acts Strategically

Individual Contributor	<ul> <li>Understands how own role impacts others and seeks to understand how it fits into the "big picture"</li> </ul>
Administrative/ Support	<ul> <li>Prioritizes work in alignment with work unit's goals and objectives</li> </ul>
Individual Contributor Professional/ Technical	<ul> <li>All behaviors captured under IC-Administrative/Support apply</li> </ul>
First-Line Manager/ Supervisor	<ul> <li>Understands how own role impacts others and seeks to understand how it fits into the "big picture"</li> </ul>
	<ul> <li>Prioritizes own work and work of the team/work unit in alignment with organizational objectives and goals</li> </ul>
	<ul> <li>Recognizes linkages and understands impact of work unit's actions on other parts of the organization</li> </ul>
Manager of Managers	<ul> <li>All behaviors captured under First-Line Manager/ Supervisor apply</li> <li>Applies understanding of interrelation-ships across the organization and of external variables to formulate operational strategy</li> <li>Thinks ahead and articulates opportunities for the organization</li> </ul>
Senior Leader	All behaviors captured under Manager of Managers apply
	<ul> <li>Designs and refines organizational strategy</li> </ul>
	<ul> <li>Ensures organizational plans and priorities are aligned with the KP mission and vision</li> </ul>
	<ul> <li>Considers interrelationships across markets and their connections to the overall organization in formulating strategy for their regions/ functions</li> </ul>
	<ul> <li>Treats strategy as an evolving process, responding to the dynamic nature of the health care environment</li> </ul>

#### **User-Defined/Custom Behaviors**

In those limited circumstances where the Core and Menu behaviors are not sufficient for defining how an employee's performance goals can be met, managers have the option to create and define a customized behavior for inclusion in the employee's performance review document. Like the Menu behaviors, a User-Defined/Custom behavior should be used only if it is critical to how the employee achieves his or her performance goals.

#### **Weighting Behaviors for Performance Ratings**

In the Total Performance supporting technology, the overall Goals vs. Behaviors sections default to weights of 70% for goals and 30% for behaviors for an employee's performance rating. However, when setting expectations for employee performance in the online performance review form, managers can adjust these weights to override the system defaults to account for specific job requirements. A particular region or function may provide specific guidance for the relative weighting of goals and behaviors based upon priorities for the upcoming performance cycle.

Regardless of the total weight given to the overall behaviors section in an employee's performance review document, all behaviors assigned to an employee will be equally weighted toward the overall employee performance evaluation, because they are seen to be of equal importance. In contrast, an employee's performance goals can be weighted individually as part of the employee's overall performance rating.