

## PROBLEM SOLVING

Analyzes problems by evaluating available information and resources; develops effective, viable solutions to problems which can help drive the effectiveness of the agency.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
<p><b>Analysis</b> Engages in little or no independent thought and analysis; uses a haphazard approach to problem solving. Incorrectly applies rules, standards and precedent.</p>	<p>Independently analyzes issues and problems and undertakes or proposes a course of action <i>using a logical, systematic, sequential approach</i>. Correctly applies rules, standards and precedent.</p>	<p>Engages in comprehensive analysis of issues and problems using a logical, systematic, sequential approach to find and implement superior solutions that take into account applicable rules, standards and precedent.</p>
<p><b>Conceptual Thinking</b> Fails to consider or take into account all relevant factors. Proposed solutions lack consideration of hypothetical or abstract components that may impact success.</p>	<p>Finds effective solutions by taking a holistic, abstract, or theoretical perspective.</p>	<p>Uses a holistic, abstract or theoretical perspective to find compelling solutions that take into account all relevant factors.</p>
<p><b>Outcomes and Feasibility</b> Inconsistently predicts consequences, implications and feasibility of alternative solutions.</p>	<p>Reliably predicts and takes into account likely outcomes, consequences and the feasibility of alternatives to problems.</p>	<p>Proactively addresses probable outcomes, consequences and feasibility of alternatives taking into account inter-relationships between issues.</p>
<p><b>Uncertainty and Resourcefulness</b> Does not address problems or issues unless given specific guidelines or directives.</p>	<p>Copes with uncertainty or limited facts to develop a feasible solution.</p>	<p>Develops highly effective solutions despite a lack of definitive information.</p>
<p><b>For Supervisors</b> Tends to make decisions about the day-to-day operations of the organization that could be handled at a lower organizational level.</p>	<p>Delegates decision-making responsibilities to the appropriate organizational level and holds decision makers accountable for the results of their decisions.</p>	<p>Has an established reputation for being an innovative and creative problem solver and is willing to help others solve problems.</p>