



Values Definitions, Roles and Key Actions

The DHHS Values are a set of beliefs that guide an individual's behavior whether or not someone is watching. They are considered the foundation of our department

**Customer-focused
Anticipatory**

North Carolinians are the center of our service design and delivery, and allocation of human and fiscal resources. DHHS actively monitors changes in the needs of its customers and the impact of its services and applies new and innovative approaches in a timely, targeted and effective manner.

**Collaborative
Transparent
Results-oriented**

DHHS values internal and external partnerships. DHHS shares information, planning and decision-making processes and communicates openly with its customers and partners. DHHS emphasizes accountability and measures its work by the highest standards.

To clarify what is expected from each employee, each value is further defined by four distinct roles. Each role has 3-5 key actions that help to define how employees are expected to demonstrate each value.

Executive: Senior leaders who determine strategic direction, organizational structure, and align processes, systems and employees to the department's mission, vision, values and goals. Executives include the Secretary, Deputy Secretary, Assistant Secretary, and Division and Facility directors and department office heads (i.e., DHHS Office of Controller). Executives plan, organize and direct the work of employees and conduct performance appraisals.

Manager/Supervisor: Leaders (i.e., middle managers to front-line supervisors) who direct programs, systems, services and contributions of employees to achieve department, division, facility, and/or school objectives that align with department values and goals. Examples include assistant division or facility director, section chief, branch head, unit head and team leader roles. Managers/supervisors plan, organize and direct the work of employees and conduct performance appraisals.

Professional/Knowledge Worker: Non-supervisory employees who perform responsibilities requiring special knowledge and experience, program expertise, technical expertise and educational background who serve as individual contributors to achieve division and/or facility objectives that align with the department's values and goals. Examples include Accountant, Medical Laboratory Technologist, Physician, Social Worker, Engineer, Systems Analyst, Business Officer, Administrative Officer, Personnel Analyst, Occupational Therapist, "Program Manager" etc. roles. A professional may also work as a team leader or lead worker who does not have responsibility for the performance appraisal of employees, but may provide input that influences a performance rating.

Team Member: Non-supervisory employees who perform manual, skilled trade, paraprofessional and administrative work that supports the accomplishment of division and/or facility objectives that align with the department's values and goals. Examples include Maintenance Mechanic, Health Care Technician, Medical Laboratory Technician, Administrative Assistant, Food Service Assistant, Accounting Technician, Office Assistant, etc., roles. A team member may also work as a team leader or lead worker who does not have responsibility for the performance appraisal of employees, but may provide input that influences a performance rating.

For questions about this document and how to use it, contact Barb Kunz at Barb.Kunz@dhhs.nc.gov.

DHHS Excels Values defined

EXECUTIVE

Transparent	Results Oriented	Anticipatory	Collaborative	Customer Focused
<p>Challenges the “status quo” by defining disclosure standards that hold staff, from the executive level to the team member responsible for implementing the standards.</p>	<p>Ensures that decision criteria are based on cost, benefits, risks, timing, and buy-in; and selects the strategy most likely to succeed.</p>	<p>Seeks opportunities to exchange information from customers and partners at all levels to stay informed about relevant trends and demographics.</p>	<p>Sets standards of excellence by establishing expectations for internal and external cooperation resulting in quality service delivery.</p>	<p>Keeps the impact on customers at the forefront of decision-making and day-to-day actions.</p>
<p>Models open government by being involved - seeks understand the concerns of others and discloses agency’s position.</p>	<p>Moves others to action by guiding and motivating them to meet challenging performance strategies.</p>	<p>Encourages opportunity to promote growth and innovation and supports change that benefits service delivery.</p>	<p>Analyzes the department to identify and form key partnerships critical to achieving DHHS goals.</p>	<p>Challenges others to seek innovative approaches to problems that commonly interfere with service delivery.</p>
	<p>Analyzes target data on a regular basis to monitor progress towards performance goals and makes necessary adjustments to resources to achieve results.</p>	<p>Recognizes, assesses and communicates acceptable risks.</p>	<p>Negotiates terms and agreements to achieve understanding with others.</p>	<p>Evaluates and implements strategies into daily operations to change the DHHS culture enabling employees to deliver services.</p>
		<p>Targets important areas for innovation and encourages staff to develop solutions that address meaningful work issues.</p>	<p>Designates decision-making and/or task responsibility to the level that can most effectively implement a solution.</p>	<p>Sets up systems to recognize and reward employees whose actions regularly demonstrate the DHHS’ vision and values.</p>

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MANAGER/SUPERVISORY

Transparent	Results oriented	Anticipatory	Collaborative	Customer focused
Sets-up monitoring systems to check that information is easily available without delay.	Checks that employees understand the work unit goals and their importance to the customer. Sets specific and measure performance expectations so employees are clear on the results.	Involves team members and customers by brainstorming and evaluating options openly and fairly.	Evaluates partners; determines the scope of the partnership; anticipates Impact of team and own actions on partners.	Models excellent customer service through personal action, communications, directions and structures.
Shares information with staff to help them understand their role and how that information impacts their team's goals and activities.	Reviews data regularly to determine progress, anticipate needs, and make necessary adjustments to staff or processes.	Works to secure resources required to support development efforts that will help individuals achieve DHHS performance goals.	Gains involvement and commitment using appropriate strategies.	Empowers employees to achieve desired service results by coaching employees and recognizing outstanding service.
Coaches staff when they are unsure if information should be available.	Gives individuals specific feedback on their performance; highlights positive performance issues and recognizes achievement.	Addresses change resistance, manages complexity and contradiction.	Provides coaching, resources and support to foster accountability.	Uses customer feedback tools to measure quality of service delivery and looks for ways to improve service.
	Makes procedural suggestions to help remove barriers to achieve team goals.	Keeps up with economic, political and demographic developments that could impact the team.	Works with other to resolve disagreement by staying focused on outcomes.	

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PROFESSIONAL/KNOWLEDGE WORKER

Transparent	Results oriented	Anticipatory	Collaborative	Customer focused
Checks to see if information is accessible, chooses best action after considering any impact on the agency.	Consistently remains open to ideas offered by others; supports and uses best practices /accepted industry standards to work toward achieving desired outcomes.	Analyzes the organization to identify key relationships, trends and best practices to achieve team performance measures.	Clarifies the specific customer issue or request and makes recommendations.	Helps customers feel valued and appreciated by clarifying the issue, focusing on a solution and taking action. This helps build confidence with the customer.
Adapts and maintains focus and minimizes complexity or contradictions by using plain language.	Builds value of preferred alternatives by relating them to the other party's needs; responds to objections by emphasizing value benefit; exposes problems with undesirable alternatives.	Facilitates feedback and information from a variety of sources to introduce innovation and meet mutually acceptable resolution.	Draws upon diverse sources (individuals, disciplines, bodies of knowledge) for ideas and openly contributes own ideas about the issues.	Recommends effective ways to monitor and evaluate customer concerns, issues, and satisfaction and anticipate customer needs.
Shares information within the legal parameters.	Considers both the benefits of success and challenges of failure before acting.	Creates novel combinations of processes or makes connection between differing ideas to solve problems.	Listens to and fully involves others in team decisions and actions; and is accountable for individual and team outcomes.	Maintains professionalism in difficult situations by remaining issue-oriented.
		Eases the implementation and acceptance of change in the workplace.	Openly shares information and expertise.	

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TEAM MEMBER

Transparent	Results oriented	Anticipatory	Collaborative	Customer focused
Actively contributes to team or partners' success by clarifying questions or providing information.	Remains effective by doing mentally or physically taxing work over long periods.	Puts aside personal goals by placing a higher priority on team or organization success.	Keeps commitments and understands impact of own role on others to meet team goals.	Helps customer feel valued and appreciated. Clarifies the problem, focuses on resolution and takes action to help customer in a timely manner.
Stays informed in areas of shared responsibility.	Uses time efficiently by staying focused, allocating enough time to complete work and checking with others to avoid conflicts.	Tackles change or newness in a positive manner.	Makes suggestions, seeks and expands on original ideas, enhances others' ideas to solve problems.	Goes above and beyond to help the customer and takes ownership to find a solution.
Checks with supervisor when additional information would be helpful to external partner/ customer.	Checks that required equipment, information and/or materials are available so that work can be done correctly.	Identifies issues, problems and opportunities and communicates these with supervisor.	Takes action to improve cooperation when dealing with problem relationships.	Remains calm, responds appropriately when dealing with irate customers, and is productive even when working under stress.
		Identifies and participates in appropriate learning activities such reading, self-study, OJT that help in meeting performance measures.		Demonstrates a professional behavior by coming to work prepared to work.