

## Credo

### I make those I serve my highest priority.

- Answers questions, ensures understanding and facilitates learning.
- Prioritizes to ensure satisfaction despite time pressures and significant obstacles.
- Stays Accessible to provide assistance and support when needed.

### I respect privacy and confidentiality.

- Maintains the confidentiality of sensitive information.
- Discusses confidential matters in a private area and only with the appropriate person(s).
- Keeps written/electronic information out of the view of others and disposes of written information appropriately.
- Knocks prior to entering an office or patient's room. Asks permission to enter and identifies self.
- Follows organizational systems, policies and procedures.

### I communicate effectively.

- Introduces self to others.
- Wears ID badge above the waist where name and title are easily visible.
- Smiles, makes eye contact and greets others. Speaks in a culturally appropriate and understandable manner. Shows concern and interest; actively listens.
- Recognizes that body language and tone of voice are important parts of communication and uses them appropriately. Listens and responds professionally to dissatisfied patients, visitors and/or colleagues.
- Creates clear, complete written communications. Considers perspective and knowledge-level of recipient. Communicates in a timely manner.

### I conduct myself professionally.

- Recognizes the increasing diversity of our community and seeks to understand the cultures of the individuals we serve.
- Continuously learns and improves skills.
- Strives to maintain personal well-being and balance of work and personal life.
- Holds self and others accountable for achieving performance expectations.
- Demonstrates safe working practices and maintains a clean work environment.
- Exhibits pleasant and amiable behavior during interactions.
- Remains calm when confronted with or responding to pressure situations.
- Consistently adheres to department and/or medical center policies.
- Refrains from loud talk and excessive noise – a quiet environment is important to heal, learn and work.
- Creates a positive work environment and community perception by demonstrating one's best professional judgment when representing Vanderbilt.

### I have a sense of ownership.

- Takes ownership of problems until resolved.
- Uses appropriate resources to effectively and efficiently resolve problems.
- Willingly participates in discussions on problem resolution.
- Works to make progress towards personal and team goals.
- Follows departmental policies and procedures. Willingly adapts to new policies and guidelines.
- Willingly accepts challenging assignments. Works to support organizational changes.
- Is mindful of cost of organizational resources and works efficiently and effectively to minimize waste (time, supplies, etc.)

### I am committed to my colleagues.

- Treats all individuals fairly and with respect.
- Provides constructive feedback privately.
- Promotes cooperation within and across departments.
- Provides open and honest communication to peers and to all members of the Vanderbilt community.

## Credo TEMPLATE

This template is a resource to help you complete performance conversations with your staff. The template below will help you focus on the Credo behaviors of the job.

The general characteristics that define a rating are listed below. Refer to the Credo characteristics listed above to determine rating. To receive a rating, the employee's performance must consistently fall within the descriptors for that category. In all cases, supervisors should be able to provide specific examples to support the rating. If needed, you may customize the specific characteristics below based on expectations for specific job categories.

Contact your HR Consultant for guidance.

For each of the six Credo behaviors, use this template to determine the rating.

DOES NOT MEET EXPECTATIONS	PARTIALLY OR INCONSISTENTLY MEETS EXPECTATIONS	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
<ul style="list-style-type: none"> <li>• Does not model the Credo behaviors</li> <li>• Does not make efforts to improve behavior, even after being coached</li> <li>• Behaviors not exhibited in a timely manner; minimal contributions beyond what is required</li> <li>• Requires add'l supervision to ensure behaviors are at a minimum; add'l oversight and guidance is required</li> <li>• Requires add'l resources to improve behaviors</li> </ul>	<ul style="list-style-type: none"> <li>• Inconsistently models these behaviors on the team</li> <li>• Needs reminders when behaviors need to be corrected; not always aware of how the behavior impacts others</li> <li>• Technically proficient, but rough-around-the-edges when working with others</li> <li>• Shows potential, but needs coaching in some behaviors</li> <li>• Communication is sometimes effective, but not always; needs occasional coaching</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently models these behaviors on the team</li> <li>• Proactively makes corrections to their behavior as needed</li> <li>• Independently exhibits the behavior without reminders</li> <li>• Communicates effectively (including face-to-face and in writing)</li> <li>• Takes ownership of problems until resolved</li> <li>• Treats everyone fairly and with respect</li> </ul>	<ul style="list-style-type: none"> <li>• Is a role model for Credo behaviors; encourages others to also exhibit these behaviors through formal/informal coaching and mentoring</li> <li>• Finds new and creative ways to communicate more effectively with others</li> <li>• Contributes significantly to department's morale by positively exhibiting all behaviors</li> <li>• Seeks out opportunities to solve customer and team problems; includes others in this process</li> <li>• Expert communicator who relates well with all levels of colleagues and customers</li> <li>• Anticipates and works to prevent unique problems</li> </ul>