



MAAA Shared Values – Behavioral Anchors

MAAA Shared Values	Does Not Meet Expectations	Meets Expectations	Exceeds Expectations
<p>Mission Focused – Believes older adults are integral assets to our communities. Understands and promotes the MAAA brand of ‘Changing Aging.’ Understands how their work contributes to the MAAA mission.</p>	<ul style="list-style-type: none"> ● Does not show support for Agency mission. ● Does not participate or engage in staff meetings and Agency education events. 	<ul style="list-style-type: none"> ● Demonstrates support for MAAA’s mission. ● Understands how their own work contributes to the mission. ● Participates in Agency meetings and events to broaden knowledge. ● Shares impact stories with others regarding MAAA’s work. 	<ul style="list-style-type: none"> ● Actively seeks to improve our services for older adults and to acts as an advocate for older adults. ● Acts as a champion, promoting the work of the Agency with others. ● Takes initiative to learn and understand the work of MAAA; asks relevant questions. ● Shares impact stories regarding MAAA’s work.
<p>Principles and Integrity - Communicates honestly and demonstrates respect for the rights and dignity of all people. Behavior shows consistency between words and action. Demonstrates ethical honest behaviors. Demonstrates a commitment to wise and economical use of resources.</p>	<ul style="list-style-type: none"> ● Does not consistently communicate with openness; may not demonstrate respect for others. ● While aware of Agency policies, behavior is occasionally inconsistent with policies (ethics, harassment, privacy, technology use). ● Shows disregard for Agency resources (staff time, supplies and equipment). 	<ul style="list-style-type: none"> ● Consistently communicates openly and honestly; treats other with respect and dignity. ● Is aware of, and consistently follows, Agency policies (ethics, harassment, privacy, technology use). ● Looks for ways to share resources to promote greater efficiency and use of resources (staff time, supplies and equipment). 	<ul style="list-style-type: none"> ● Demonstrates transparency in communications and in actions; shows high regard and respect for others. ● Clearly understands and follows Agency policies and practices; is highly principled demonstrating a concern for ethical behavior; is a role model for other team members. ● Encourages innovative thinking on more effective



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			and efficient use of Agency resources.
<p>Leadership – Leads self and others to perform work effectively and efficiently. Follows- through on commitments. Demonstrates self-awareness and is open to feedback from others. Is a positive example to coworkers and collaborates to improve overall team performance.</p>	<ul style="list-style-type: none"> • Manages own performance haphazardly; does not set realistic or clear goals for self. • Focuses more on reasons for failure to achieve results; does not assume accountability for poor outcomes. • Not motivated to learn and grow; believes manager should be responsible for his/her development. 	<ul style="list-style-type: none"> • Establishes clear goals and expectations for self; manages time and work effort to achieve goals. • Focuses on goals and accomplishments; builds on personal success; helps others to work productively. • Self-aware and open to feedback from others. 	<ul style="list-style-type: none"> • Clearly understands job and Agency goals; is able to explain the underlying purpose and goals of policies and practices. • Acknowledges and encourages others to exercise initiative and improve skills and contribution level; is a role model to other team members. • Demonstrates a high degree of self-awareness; asks others for feedback on performance; is a continuous learner.
<p>Diversity – Supports diversity and social responsibility. Listens generously with an open mind and a desire to learn other perspectives. Engages in developing cultural competence.</p>	<ul style="list-style-type: none"> • Is not open, or actively discourages, different points of view. • Is not welcoming or respectful; others may work around this individual to avoid interaction. • Does not engage in developing their own cultural competence. 	<ul style="list-style-type: none"> • Seeks to understand and incorporate different points of view. • Inclusive and welcoming of new people, new ideas, diverse individuals and groups • Is engaged in developing their own cultural competence. 	<ul style="list-style-type: none"> • Promotes equity and inclusion by seeking ideas and insights from diverse sources • Actively creates an inclusive and welcoming environment for diverse individuals and groups. • Is highly engaged in developing their own cultural competence; is a



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			<p>role model for others in this area.</p>
<p>Professional Growth –Keeps current on organizational changes, industry and business trends. Successfully completes required training programs. Acquires and applies new learning in the work environment.</p>	<ul style="list-style-type: none"> • Does not complete assigned training programs. • Hinders or discourages sharing of knowledge and/or expertise; • Resistant to change and learning new processes and methods. 	<ul style="list-style-type: none"> • Completes all assigned training. • Encourages and assists others in developing skills and knowledge; • Receptive to change and to learning new approaches. • Invests time and energy to learn and develop themselves. 	<ul style="list-style-type: none"> • Always completes assigned training; exhibits leadership in identifying learning and development activities for self and others. • Demonstrates a strong commitment to developing subject matter expertise and leverages knowledge to successfully achieve quality outcomes, and mentor others. • Encourages and leads change, embraces new learning opportunities. • Demonstrates personal leadership for learning and growing knowledge and competency.