### MAAA Shared Values – Behavioral Anchors

<table>
<thead>
<tr>
<th>MAAA Shared Values</th>
<th>Does Not Meet Expectations</th>
<th>Meets Expectations</th>
<th>Exceeds Expectations</th>
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</thead>
</table>
| **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. | - Does not show support for Agency mission.  
- Does not participate or engage in staff meetings and Agency education events. | - 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. | - 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. |
| **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. | - 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). | - 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). | - 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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| **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. | • 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. | • 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. | • 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. |
| --- | --- | --- | --- |
| **Diversity** – Supports diversity and social responsibility. Listens generously with an open mind and a desire to learn other perspectives. Engages in developing cultural competence. | • 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. | • 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. | • 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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<th>Professional Growth</th>
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<tbody>
<tr>
<td><strong>Does not complete assigned training programs.</strong></td>
<td><strong>Completes all assigned training.</strong></td>
<td><strong>Always completes assigned training; exhibits leadership in identifying learning and development activities for self and others.</strong></td>
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<tr>
<td><strong>Hinders or discourages sharing of knowledge and/or expertise;</strong></td>
<td><strong>Encourages and assists others in developing skills and knowledge;</strong></td>
<td><strong>Demonstrates a strong commitment to developing subject matter expertise and leverages knowledge to successfully achieve quality outcomes, and mentor others.</strong></td>
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<td><strong>Resistant to change and learning new processes and methods.</strong></td>
<td><strong>Receptive to change and to learning new approaches.</strong></td>
<td><strong>Encourages and leads change, embraces new learning opportunities.</strong></td>
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<td><strong>Invests time and energy to learn and develop themselves.</strong></td>
<td><strong>Demonstrates personal leadership for learning and growing knowledge and competency.</strong></td>
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**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.

role model for others in this area.