

VIII. Legal and Ethical Practices: *Observes laws, rules and ethical practices in the workplace.*

Measurement Criteria and Core Actions		Level One Novice	Level Two Approaching Proficiency	Level Three Proficiency	Level Four Expert/Leader
VIII.A. RESPECTS THE ORGANIZATION'S PHYSICAL AND INTELLECTUAL PROPERTY.	VIII.A.-a. Takes responsibility for the workspace	VIII.A.1.a. Maintains a clean and safe workspace, e.g., cleans up workspace at end of work day, leaves room/space in same or better condition, turns off computer and small electrical devices, adheres to safe driver policies when using company vehicles.	VIII.A.2.a. Demonstrates care for common space, use of equipment, e.g., cleans up after meetings, secures equipment and other company property.	VIII.A.3.a. Exercises pride of ownership for workspace, e.g., reports need for equipment repair and maintenance.	VIII.A.4.a. Recommends improvements in organization's physical space.
	VIII.A.-b. Protects the organization's intellectual property	VIII.A.1.b. Recognizes that intellectual property created at work belongs to the organization.	VIII.A.2.b. Seeks clarification on issues of ownership and usage regarding intellectual property, e.g., contacts organization's in-house legal resources.	VIII.A.3.b. Protects the organization's intellectual property, e.g., cites appropriate references, maintains organizational confidentiality – does not share trade secrets.	VIII.A.4.b. Coaches others about intellectual property issues.
VIII.B. DEMONSTRATES LOYALTY TO THE ORGANIZATION AND ITS MISSION.	VIII.B.-. Demonstrates loyalty to the organization	VIII.B.1.a. Projects a positive image of the organization, e.g., speaks well of organization in social settings (actual and virtual), wears clothing with company logo.	VIII.B.2.a. Contributes to organization beyond the job description and departmental goals, e.g., represents the organization at a public event, engages in interdepartmental efforts like United Way.	VIII.B.3.a. Maintains loyalty during organizational change, e.g., budget reductions, expanded mission, transfers from one unit to another within organization, new supervisor.	VIII.B.4.a. Promotes the organization's mission consistently in varied situations.
VIII.C. MAINTAINS A SAFE WORK ENVIRONMENT.	VIII.C.-a. Addresses harmful conditions in the workplace	VIII.C.1.a. Monitors environment to enhance safety and address harmful conditions as they occur. [Specific to industry – VIII.C.x.a. may be a checklist or Novice might begin at a higher level.]	VIII.C.2.a. Exhausts internal resources to enhance safety and address harmful conditions/practices, e.g. files reports in good faith, fixes conditions on the spot when possible.	VIII.C.3.a. Calls attention to harmful conditions/practices when not addressed in the department, e.g. utilizes organization's whistle blower policy.	VIII.C.4.a. Enacts plan to deal with legal repercussions, e.g., tort liability, negligence.

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VIII.C. MAINTAINS A SAFE WORK ENVIRONMENT (CONTINUED).	VIII.C.-.b. Follows procedure for reporting unsafe conditions	VIII.C.1.b. Reports incidents promptly according to organization's formal reporting system regarding safety, e.g., describes unsafe conditions, including "near misses," accidents that almost occurred.	VIII.C.2.b. Documents incidents as they occur.	VIII.C.3.b. Confirms in writing that unsafe conditions or practices have been addressed, e.g. equipment failure, vehicle accident, procedural inconsistencies.	VIII.C.4.b. Develops safety procedures (risk management).
	VIII.C.-.c. Receives risk management training	VIII.C.1.c. Participates in risk management orientation, e.g., use of equipment, safety procedures, sexual harassment, food handling, violence in the workplace.	VIII.C.2.c. Engages in ongoing risk management training specific to job.	VIII.C.3.c. Seeks targeted risk management training for emerging conditions or situations in the organization.	VIII.C.4.c. Trains/coaches others in risk management.
VIII.D. ADHERES TO THE POLICIES AND PROCEDURES OF THE ORGANIZATION.	VIII.D.-.a. Acts in accord with organizational policies and procedures	VIII.D.1.a. Recognizes the role of policies (formal directives of the governing authority, e.g., owner, board of directors) and procedures (operational processes for implementing policies from management, e.g., CEO, manager) in the organization.	VIII.D.2.a. Accesses policies and procedures for guidance relative to legal and ethical practices in work situations.	VIII.D.3.a. Acts consistently in accordance with policies and procedures.	VIII.D.4.a. Trains and coaches others about policies and procedures.
	VIII.D.-.b. Acts in accord with legal and ethical practices	VIII.D.1.b. Consults policies and procedures relative to legal and ethical practices in work situations.	VIII.D.2.b. References policies and procedures for guidance relative to legal and ethical practices in work situations.	VIII.D.3.b. Applies consistently the appropriate policies and procedures regarding legal and ethical practices encountered in the workplace.	VIII.D.4.b. Coaches others in the application of policies and procedures relative to legal and ethical situations encountered in the workplace.
	VIII.D.-.c. Receives training in policies and procedures	VIII.D.1.c. Participates in training for policies and procedures.	VIII.D.2.c. Keeps current with trainings offered regarding policies and procedures.	VIII.D.3.c. Identifies needs as they arise for training in policies and procedures.	VIII.D.4.c. Recommends changes in policies and procedures.

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VIII.E. ADHERES TO APPLICABLE LOCAL, STATE, FEDERAL AND INTERNATIONAL LAWS AND REGULATIONS.	VIII.E.-a. Applies required laws and regulations in the workplace	VIII.E.1.a. Follows supervisor’s instruction regarding standards of practice required for one’s position and industry, e.g., licenses, food or health regulations unique to the industry, certifications, OSHA.	VIII.E.2.a. Stays current with laws and regulations relevant to one’s position and the industry, e.g., reads all required postings, attends organizational training on laws and regulations.	VIII.E.3.a. Demonstrates fluency in application of standards of practice, laws, and regulations to workplace situations as they occur.	VIII.E.4.a. Provides input into the application/revision of laws and regulations, and their practice, in the workplace/industry.
	VIII.E.-b. Complies with employment laws	VIII.E.1.b. Complies with laws and regulations required for employment, e.g., full disclosure, insurance, tax, wage.	VIII.E.2.b. Updates employment information in regard to changed life circumstances, e.g., informs employer of changes in address, marital status, parental status.	VIII.E.3.b. Reduces risk of liability for the organization by consistent compliance with employment laws and regulations.	VIII.E.4.b. Trains or coaches others about local, state and federal laws & regulations regarding employment.
	VIII.E.-c. Applies laws and regulations unique to the industry	VIII.E.1.c. Complies with laws and regulations unique to the industry, e.g., HIPPA, FERPA, MSHA, OSHA, international trade laws and agreements.	VIII.E.2.c. Recognizes variances in industry-related laws and regulations among and between countries.	VIII.E.3.c. Applies laws and regulations as appropriate to work activities, local to international.	VIII.E.4.c. Instructs others in laws and regulations of the industry.
VIII.F. TAKES RESPONSIBILITY FOR ONE’S ACTIONS IN THE WORKPLACE.	VIII.F.-a. Prioritizes time	VIII.F.1.a. Demonstrates work ethic through punctuality, time management, and focus on tasks at hand.	VIII.F.2.a. Prioritizes one’s work load to meet short-term project goals.	VIII.F.3.a. Balances one’s work load to accomplish both short-term and long-term goals.	VIII.F.4.a. Streamlines workflow to remove potential obstacles to optimal performance and outcomes.
	VIII.F.-b. Resolves own work problems and errors	VIII.F.1.b. Discloses personal mistakes or errors to supervisor.	VIII.F.2.b. Adjusts work practices to minimize errors.	VIII.F.3.b. Contributes to resolution of problems and issues in the workplace.	VIII.F.4.b. Recommends strategies to prevent reoccurrence.
	VIII.F.-c. Takes responsibility for own communication	VIII.F.1.c. Recognizes one’s obligation to communicate verbally and nonverbally with respect for all in the workplace.	VIII.F.2.c. Considers other’s concerns regarding one’s own communication.	VIII.F.3.c. Holds oneself accountable for respectful communication regardless of the behaviors of others.	VIII.F.4.c. Leads in resolving issues (obstacles and blind spots) that are barriers to respectful communication.

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VIII.G. USES RESOURCES FOR THE GOOD OF THE ORGANIZATION.	VIII.G.-. Uses organization's resources prudently	<p>VIII.G.1.a. Minimizes waste of resources, e.g., time, equipment, materials, services.</p> <ul style="list-style-type: none"> ✓ Accomplishes designated tasks within allocated time and resources. ✓ Exercises "green" practices, e.g., recycles, reuses, reduces energy use by shutting off computer and lights at night. ✓ Follows maintenance schedules for equipment. ✓ Accesses internal services as needed, e.g., calls IT to resolve an IT issue rather than handling it oneself, contacts HR to deal with employee disputes. ✓ Follows protocol for resource storage and deployment, e.g., in a hospital one uses signs to locate resources, in a warehouse equipment is returned to designated storage. 	VIII.G.2.a. Seeks supervisor's approval before using additional resources.	VIII.G.3.a. Maximizes time and resources for productivity, e.g., does one's job in the face of mandatory resource cuts.	VIII.G.4.a. Develops a plan for deployment of time and resources, e.g., reappropriates assets during budget cutbacks.
VIII.H. ACTS WITH INTEGRITY FOR THE HIGHEST GOOD OF THE ORGANIZATION.	VIII.H.-. Performs with honesty and reliability in a trustworthy manner	<p>VIII.H.1.a.</p> <ul style="list-style-type: none"> ✓ Demonstrates honesty, e.g., tells the truth regardless of consequences, does not take credit for other's work, provides accurate reports of one's work. 			

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VIII.H. ACTS WITH INTEGRITY FOR THE HIGHEST GOOD OF THE ORGANIZATION (CONTINUED).		<ul style="list-style-type: none"> ✓ Demonstrates reliability, e.g., shows congruency between commitments and actions, displays consistent willingness to help colleagues, approaches work in a steady manner (without moodiness). ✓ Generates trust, e.g., supports colleagues in adverse circumstances, does not take gifts from vendors, does not employ relatives, does not work for the competitor. 			
VIII.I. INTERACTS RESPECTFULLY WITH CO-WORKERS AND CUSTOMERS.	VIII.I.-.a. Handles information appropriately	VIII.I.1.a. Communicates current and factual information, e.g. doesn't feed the rumor mill, verifies accuracy of information, refrains from sharing confidential information.	VIII.I.2.a. Distinguishes between personal and work-related matters, e.g., eliminates irrelevant personal information in emails, submits reports that focus on work conditions.	VIII.I.3.a. Relates to others in a manner that acknowledges their knowledge, wisdom and experience, e.g., a healthcare worker considers a patient's self-diagnosis seriously, customer service listens attentively to a customer's explanation for product return.	VIII.I.4.a. Resolves conflicts in a manner that is respectful of all parties in accordance with cultural norms.
	VIII.I.-.b. Works to create an equitable workplace	VIII.I.1.b. Separates personal values from those of coworkers and customers in the fulfillment of work, e.g., collaborates with coworkers despite difference in sexual preference, provides service to a person regardless of cleanliness.	VIII.I.2.b. Offers equitable treatment and service to all, e.g., serves customers regardless of whether or not they tip, communicates civilly with angry coworkers.	VIII.I.3.b. Intervenes respectfully in situations where a coworker's or customer's appearance or behavior is offensive to others in the workplace, e.g., "no shirt, no shoes, no service."	VIII.I.4.b. Embodies respectful communication in the workplace.