Appendix J

National Performance Standards

VR&E OFFICER’S NATIONAL PERFORMANCE STANDARDS

Note: Failure to meet any of the critical elements means that the VR&E Officer will be required to submit compelling mitigating reasons why the element or sub- element was not met and to identify those actions that are being taken to achieve the standard set in the element or sub-element. The Rater will have the discretion to determine if the VR&E Officer meets that element or sub-element based on management actions taken rather than on actual performance achieved.

1. SERVICE DELIVERY – PRODUCTION (Critical Element)

Standard: Production includes the Rehabilitation Rate, SEH Rehabilitation Rate, Employment Rehabilitation Rate, and the percent of cases in Interrupted status.

* Rehabilitation Rate is the proportion of all veterans who are rehabilitated in relation to all veterans who exit a program of services, either discontinued or rehabilitated, during the rating period, excluding veterans who have reached maximum rehabilitation gain (MRG) or transferred to Chapter 33.
* Employment Rehabilitation Rate is the proportion of (a) the number of rehabilitated Veterans from case status 6 (employment services) divided by (b) the total number leaving the program, either discontinued or rehabilitated, from case status 5 or 6 (rehab to employability and employment services), excluding Veterans who have reached maximum rehabilitation gain or transferred to Chapter 33.
* Cases in Interrupted Status is the average number of cases in Interrupted Status in proportion with the station’s total workload.

Fully Successful Level: By the end of the rating period, the station will meet the following targets for each sub-element.

|  |  |
| --- | --- |
| Measure | Standard |
| Rehabilitation Rate | 77% |
| SEH Rehabilitation Rate | 77% |
| Employment Rehabilitation  Rate | 75% |
| Cases in Interrupted Status | Will not exceed 11% of the total workload |

Indicators:

Rehab Rate – Monthly Operations Report (MOR) – 12-month average

Cases in Interrupted Status – MOR

2. SERVICE DELIVERY – TIMELINESS (Critical Element)

Standard: Timeliness includes Days in Evaluation and Planning, and Days to

Notification of Entitlement.

* Days in Evaluation Planning is the average number of days a station’s cases are in Evaluation and Planning status at the end of the month.
* Days to Notification of Entitlement Determination is the average number of days from receipt of the veteran’s application for Chapter 31 benefits by VA (based on first datestamp in any VA facility), to the date the veteran is informed of entitlement or non-entitlement to a plan of Chapter 31 services (includes clearing or disallowing 095, 295 and 719 pending issues).
  + Average Days to complete (EP 295/719) – EP 295 is the average number of days it took to complete generated eligibility determinations with SCD ratings. EP 719 is the average number of days it took to complete the entitlement determination after the generated eligibility determination was completed. Performance is captured at the end of each month for that month.
  + Average Days Pending (EP 295/719) – The average number of days claims are pending completion of generated eligibility determinations with SCD ratings is controlled with EP 295. The average number of days claims are pending entitlement determinations following completion of

generated eligibility determinations is controlled with EP 719. Performance is captured at the end of each month for that month.

NOTE: While EP 095 is not included in the VR&E Officer's performance standards, the timeliness of completion of this end product does affect the timeliness of the Notification of Entitlement Determination, as it is calculated from the first date stamp on the VA Form 28-1900, and therefore includes the time to complete a generated eligibility determination with either a memorandum rating or Service Connected Disability Rating. The VR&E Officer must monitor this end product as well, and collaborate with the Veterans Service Center for support on the timely completion of memorandum ratings.

Fully Successful Level: By the end of the rating period, the station will meet the following targets for each sub-element.

|  |  |
| --- | --- |
| Measure | Standard |
| Days in Evaluation and Planning | 105 days or less |
| Days to Notification of Entitlement Determination | 45 days or less |
| * Average Days to Complete – EP 295 | 7 days or less |
| * Average Days to Complete – EP 719 | 40 days or less |
| * Average Days Pending – EP 295 | 7 days or less |
| * Average Days Pending – EP 719 | 40 days or less |

Indicators:

Days to Notification of Entitlement Determination - MOR

Days in Evaluation and Planning – VR&E Intranet Report (Active Case Workload

Report)

Average Days to Complete and Pending – Vetsnet Operation Reports, or Pending Issue File reports.

3. SERVICE DELIVERY – ACCURACY (Critical Element)

Standard: Accuracy measures include Accuracy of Entitlement Determinations; Accuracy of Evaluation, Planning and Rehabilitation Services; Fiscal Accuracy; Outcome Accuracy; and MRG Accuracy.

* Accuracy of Entitlement Determinations is a measure of correctness of decisions and quality in entitlement determinations.
* Accuracy of Evaluation, Planning and Rehab Services is a measure of correctness and quality of developed rehabilitation plans and delivery of rehabilitation services during the rating period.
* Fiscal Accuracy is a measure of correctness in fiscal transactions during the rating period.
* Outcome Accuracy is a measure of correctness of decisions on case closures for discontinuance or declaration of rehabilitation during the rating period.
* Maximum Rehabilitation Gain (MRG) Accuracy is a measure of correctness of decisions on case closures for discontinuance with the use of an MRG reason code during the rating period.

Fully Successful Level: By the end of the rating period, the station will meet the following targets for each sub-element.

|  |  |
| --- | --- |
| Measure | Standard |
| Accuracy of Entitlement Determinations | 96% |
| Accuracy of Evaluation, Planning and Rehab Services | 85% |
| Fiscal Accuracy | 92% |
| Outcome Accuracy | 97% |
| Maximum Rehabilitation Gain Accuracy | 90% |

\*Outcome Accuracy and Rehabilitation Rate cannot be measured independently. A high rehabilitation rate must also result in a high Outcome Accuracy Rate. However, a high Outcome Accuracy Rate is not contingent upon a high Rehabilitation Rate.

Indicators: Monthly Operations Report (MOR)

4. ORGANIZATIONAL SUPPORT/TEAMWORK (Non-Critical Element)

Standard: The VR&E Officer regularly participates in activities and projects intended to further the goals of VBA and the RO. These activities typically require the contribution

of local resources. Examples include, but are not limited to:

* Projects at the National and Local Level
* Special ad hoc efforts

Fully Successful Level: Performance is acceptable if the rater determines that completion of projects and innovations is substantially equal (or equivalent) to agreed upon expectations.

Indicators: Supervisory reviews, project management/tracking controls

5. PROGRAM AND DATA INTEGRITY (Critical Element)

Standard: The VR&E Officer will lead his or her division to ensure compliance with VBA’s program integrity and security directives. The VR&E Officer is responsible for ensuring that program integrity and security initiatives and policies are implemented, assessed through an effective internal control process, and adjusted as necessary to achieve appropriate results. The VR&E Officer will administer the division’s financial resources and monitor expenditures to ensure cost effective support of program.

Method: Performance will be satisfactory in the following manner:

* Adherence to IG Recommendations applicable to VR&E as outlined in VBA Letter 20-99-68
* Adherence to all VBA program integrity and policy directives (including policy and procedures outlined in M28, and procedure directives for correct use of BDN and CWINRS systems)
* Adherence to VA Resource Allocation Model
* Compliance with Federal (FAR) and VA (VAAR) Acquisition Regulations
* Appropriately manage VR&E funds
* Adherence to the Anti-deficiency Act (31 USC 1341, 1342 and 1517)
* Compliance with procedural directives for obligations, referrals, quality assurance, and invoice payment for national or local contracts.
* Compliance with VA Ethics guidelines regarding interactions with contractors and other vendors.

Fully Successful Level: Performance will be satisfactory if all required program integrity and security safeguards are adhered to and reviews do not reveal critical flaws of program integrity issues.

Indicators: Supervisory reviews, review of allocation and utilization of VR&E funds.

6. WORKPLACE RESPONSIBILITIES AND EXTERNAL RELATIONS (Critical

Element)

Workplace Responsibilities / Management Official Responsibilities

Where appropriate, the hiring manager promotes and maintains an effective labor- management relations program. Creates and maintains a working environment that is free of discrimination and one that assures diversity and inclusion in the workplace. Ensures that plans exist and are adequately implemented to recruit, select, train, coach, retain, motivate, empower, and advance employees; and promotes the needs and goals of the individual and the organization. Provides a safe, healthy work environment. Appropriately appraises, rewards and addresses employee performance and conduct deficiencies.

Performance is acceptable if there are no more than three substantiated complaints of failure to follow VA or VBA policy on workplace responsibilities.

Standard: The VR&E Officer assures a high quality of work life for all employees of the

VR&E Division. He or she:

* Promotes and maintains an effective labor-management relations program.
* Creates and maintains a working environment that is free of discrimination and one that assures diversity and inclusion in the workplace.
* Ensures that plans exist and are adequately implemented to recruit, select, train, coach, retain, motivate, empower, and advance employees; and promotes the needs and goals of the individual and the organization.
* Provides a safe, healthy work environment.
* Appropriately appraises, rewards and addresses employee performance and conduct deficiencies

Fully Successful Level: Performance is acceptable if there are no more than three (3) substantiated complaints of failure to follow VA or VBA policy on workplace responsibilities.\*.

Indicators: Verbal and/or written feedback from internal/external customers. Observations by a supervisor with a documented complaint\*.

\*A substantiated complaint or incident is one where a review by the supervisor, after considering both sides of the issue, reveals that the complaint/incident should have been handled more prudently and was not unduly aggravated by the complainant.

Disagreeing, per se, does not constitute “discourtesy”. Valid complaints or incidents will be determined by the supervisor and discussed with the employee.

External Relations

Standard: The VR&E Officer ensures effective, productive relationships with organizations external to the RO in order to further VA’s goals and interests. Activities might include, but are not limited to:

* Developing local Memorandums of Understanding (MOU) with State Workforce Agencies, employers, military, state rehabilitation agencies, independent living centers, other federal agencies and VHA.
* Actively participating in and supporting nationally developed Memorandums of Understanding (MOU) such as with Department of Labor, the military, and Rehabilitation Services Administration (RSA).

Fully Successful Level: Performance is acceptable if the rater finds substantial and meaningful evidence of effective engagement with external organizations described in this element.

Indicators: Supervisory reviews, observation, stakeholder feedback

7. ACQUISITION PROCESS (Non-Critical Element)

Ensures the Department-wide Small Business Program Goals for Small Businesses, Small Disadvantaged Businesses, Women-Owned Small Businesses, Service-Disabled Veteran-Owned Small Businesses, Veteran-Owned Small Businesses and Historically Underutilized Business (HUB) Zone Small Businesses, are considered in VBA acquisitions.

Fully Successful Standard: Department-wide Small Business Program Goals are considered and acquisitions are directed to sources when appropriate.

Indicators: Periodic review of acquisition packages.

VOCATIONAL REHABILITATION COUNSELOR (VRC)/COUNSELING PSYCHOLOGIST (CP) NATIONAL PERFORMANCE STANDARDS

NOTE: Failure to meet any of the elements or sub-elements means that the VRC/CP will be required to submit compelling mitigating reasons why the sub-element was not met and to identify those actions that are being taken to achieve the standard set in the sub-element. The Rater will have the discretion to determine if the VRC/CP meets that sub-element based on employee actions taken rather than on actual performance achieved.

ELEMENT 1 - PRODUCTION (Critical Element)

STANDARD: Production/Outcomes identified as Rehabilitation Rate, Serious Employment Handicap (SEH) Rehabilitation Rate, Number of Rehabilitations and Interrupted Rate.

FULLY SUCCESSFUL LEVEL: The VRC or CP will meet the following criteria for their individual caseload:

|  |  |
| --- | --- |
| Measure | Standard |
| Rehabilitation Rate | 76% |
| Sub Element:   * Total Number of Employment Rehabs Per VRC/CP | 11 cases |
| SEH Rehabilitation Rate | 76% |
| Cases in Interrupted Status | Will not exceed 12% of the case manager’s total workload |

# Rehabilitation Rate is the proportion of all Veterans who are rehabilitated to all Veterans who exit a program of services, either discontinued or rehabilitated, during a 12-month rating period. Discontinued cases meeting the criteria for reason codes 34, 35, or 36 are deducted from the calculation. This element includes a sub-element requirement to complete a minimum number of employment rehabilitations during the fiscal year. The employment rehabilitations standard should be prorated for the rating period if the employee has less than 12 months in the position.

* + Number of Employment Rehabilitations: The number of employment based rehabilitations excluding all independent living cases.
* SEH Rehabilitation Rate is the proportion of all veterans who have a Serious Employment Handicap who are Rehabilitated, to all Veterans with a Serious Employment Handicap who exit a program of services either discontinued or rehabilitated during the rating period. Discontinued cases meeting the criteria for reason codes 34, 35, or 36 are deducted from the calculation.
* Cases in Interrupted Status is the average number of cases in Interrupted status in proportion with the counselor’s total workload during the rating period.

INDICATORS:

* Rehabilitation Rate – Intranet Reports
* Employment Based Rehabilitations – Intranet Reports
* SEH Rehabilitation Rate – Intranet Reports
* Cases in Interrupted Status – Intranet Reports

ELEMENT 2 – CLAIMS PROCESSING (Critical Element)

STANDARD: Timeliness of claims processing

FULLY SUCCESFUL LEVEL: The VRC or CP will meet the following standards for their individual caseload:

|  |  |
| --- | --- |
| Measure | Standard |
| Days in Evaluation and Planning Status | Average number of 105 days |
| Days to Entitlement Decision | Average number of 40 days |

* Days in Evaluation and Planning Status is the average number of days an employee’s cases are in Evaluation and Planning Status at the end of the month.
* Days to Entitlement Decision is average number of days from the date of completion of the Generated Eligibility Determination (GED) to the date the notification of entitlement decision is completed.

Note: The date of the GED is equal to the date the end product 719 is established. The date of notification of entitlement is equal to the date the end product 719 is cleared. The average days to complete is the elapsed time between those two dates.

INDICATOR: Intranet Reports - Active Case Workload Detail Report,

VOR Reports, Pending Issue File (PIF) Completed Issues

Reports report, or VR&E Raw Data Reports.

ELEMENT 3 – QUALITY OF WORK (Critical Element)

STANDARD: Accuracy

FULLY SUCCESSFUL LEVEL: The VRC or CP will meet the following standards for their individual caseload:

|  |  |
| --- | --- |
| Measure | Standard |
| Accuracy of Evaluation, Planning and Rehab Services | 83% |
| Accuracy of Entitlement Determination | 96% |
| Fiscal Accuracy | 88% |

## Accuracy of Evaluation, Planning and Rehab Services is a measure of correctness and quality of developed rehabilitation plans and delivery of rehabilitation services during the rating period.

## Accuracy of Entitlement Determination is a measure of the correctness of the entitlement determination.

* Fiscal accuracy is a measure of correctness in fiscal transactions during the rating period.

INDICATOR: QA Report Website for Local Reviews – Rater will ensure that at least three cases are reviewed (in each quality category) for each VRC/CP each quarter.

ELEMENT 4 -- CUSTOMER SERVICE (Critical Element)

# STANDARD: Functions as a division member to enhance resolution of entitlement and customer service contacts by work actions. Maintains professional, positive, and helpful relationships with internal and external customers by exercising tact, diplomacy, and cooperation.

Performance demonstrates the ability to adjust to change or work pressures, to handle differences of opinion in a professional manner, and to follow instructions conscientiously. As a division member, contributes to the group effort by supporting co-workers with technical expertise and open communications and by identifying problems and offering solutions. Performance also demonstrates the ability to effectively communicate in a courteous and timely manner with customers during the personal or telephone interview process. Successful achievement in this element reflects support of all performance goals.

FULLY SUCCESSFUL LEVEL: No more than four (4) instances of valid complaints or incidents\*.

INDICATORS: Verbal and/or written feedback from internal/external customers. Observations by a supervisor with a documented complaint\*.

\*A valid complaint or incident is one where a review by the supervisor, after considering both sides of the issue, reveals that the complaint/incident should have been handled more prudently and was not unduly aggravated by the complainant. Disagreeing, per se, does not constitute “discourtesy”. Valid complaints or incidents will be determined by the supervisor and discussed with the employee.

ELEMENT 5 – PROGRAM AND DATA INTEGRITY (Critical Element)

STANDARD: The VRC or CP will complete all counseling actions, case management actions, and documentation (both written and computer) in such a way that ensures compliance with VBA’s program directives. If valid circumstances interfere with documentation being completed in a timely manner, the VR&E Officer should consider mitigating the requirement. The VRC or CP must perform their duties in compliance with the following requirements:

* Adherence to VBA Handbook 4080, Purchase Card Program
  + Adherence to VBA program integrity directives (including policy and procedures outlined in M28, and procedure directives for correct use of BDN and CWINRS systems)
  + Adherence to fiscal policy requirements (for example the Prompt Pay Act, M28 requirements and other directives)
  + Compliance with Federal Acquisition Regulations and Code of Federal Regulations
  + Document determinations, counseling actions and case management actions the same day they occur, or no later than within 5 days of the action.
  + Compliance with procedural directives for referrals, quality assurance, and invoice payment for national or local contracts.

FULLY SUCCESSFUL LEVEL: Performance will be satisfactory in the following manner:

* No more than 3 instances of minor, unintentional failures to meet policy or directive requirements, and no more than 1 instance of unintentional failure to comply with a policy which results in significant negative impact to a Veteran or Servicemember.

INDICATORS: Supervisory reviews, purchase card statement reviews, and separate special reviews.

ELEMENT 6 – COOPERATION AND ORGANIZATIONAL SUPPORT (Non-critical element)

STANDARD: The employee understands the agency mission and supports efforts to improve the work unit’s performance through positive interaction with others. Displays appropriate degree of professionalism and treats co-workers and Veterans with courtesy and respect. Cooperates with co-workers and supervisors to accomplish work objectives and enhance efficiency. Recognizes the importance of teamwork and is sensitive to the contributions of others. Communicates, shares ideas, and demonstrates respect for differing viewpoints. Participates in cross-functional teams to address shared challenges, facilitate better communication, and achieve agency goals.

FULLY SUCCESSFUL LEVEL: Interaction with supervisor, co-workers, and others within the organization is businesslike and professional. Working relationships with others are typically constructive and promote the agency mission. Conscientiously follows instructions and adheres to applicable guidance. Employee easily adjusts to different working styles, ideas, and perspectives and appropriately expresses own views in the proper manner. Disagreements are normally resolved through appropriate means. Any deviations in these areas are minor and collectively or separately do not significantly hinder organizational or individual productivity or efficiency. No more than three (3) incidents per rating year where the incumbent failed to meet the combined intent of this element.

INDICATORS: Management observation validated positive input from other team members, and complaints found to be legitimate after documented research.

ELEMENT 7 Acquisition Process (Non-critical element)

Content: Ensures the Department-wide Small Business Program Goals for Small Businesses, Small Disadvantaged Businesses, Women-Owned Small Businesses, Service-Disabled Veteran-Owned Small Businesses, Veteran-Owned Small Businesses and Historically Underutilized Business (HUB) Zone Small Businesses, are considered in VBA acquisitions.

Method: Periodic review of acquisition packages.

Met Level: Department-wide Small Business Program Goals are considered and acquisitions are directed to sources when appropriate.

EMPLOYMENT COORDINATOR

NATIONAL PERFORMANCE STANDARDS

ELEMENT 1 - SERVICE DELIVERY (Critical Element)

Standard: The VR&E division provides eligible veterans with compensable service-connected disabilities all services and assistance necessary to enable them to achieve maximum independence in daily living and, to the maximum extent feasible, become employable and obtain and maintain suitable employment.

Method: The EC must consistently and conscientiously exercise sound, equitable judgment in applying stated laws, regulations, policies and procedures to ensure accurate and timely decisions on vocational rehabilitation claims administered by the Department of Veterans Affairs.

Work will be completed in a manner that supports and contributes to meeting established timeliness targets.

FULLY SUCCESSFUL LEVEL: The EC will meet the following standards to support the division:

|  |  |
| --- | --- |
| Measures | Standard |
| Rehabilitation Rate | 61% |
| SEH Rehabilitation Rate | 61% |

# Rehabilitation Rate is the proportion of all veterans who are rehabilitated to all veterans who exit a program of services, either discontinued or rehabilitated, during the rating period. This sub-element also includes the number of veterans declared rehabilitated during the rating period.

* SEH Rehabilitation Rate is the proportion of all veterans who have a Serious Employment Handicap who are Rehabilitated, to all veterans with a Serious Employment Handicap who exit a program of services either discontinued or rehabilitated during the rating period.

INDICATORS: Rehab Rate – Intranet Report (Case Status Movement by Case Manager)

ELEMENT 2 - TIMELINESS (Critical Element)

### Standard: The VR&E division provides eligible veterans with compensable service-connected disabilities all services and assistance necessary to enable them to achieve maximum independence in daily living, and to the maximum extent feasible, become employable and obtain and maintain suitable employment.

Method: The EC must consistently and conscientiously exercise sound, equitable judgment in applying stated laws, regulations, policies, and procedures to ensure accurate and timely decisions on vocational rehabilitation claims administered by the Department of Veterans Affairs.

Work will be completed in a manner that supports and contributes to meeting established timeliness targets.

FULLY SUCCESSFUL LEVEL: The EC will meet the following standards for their individual caseload:

|  |  |
| --- | --- |
| Measure | Standard |
| Average Days in Job-Ready Status | 180 days |

* Average Days in Job-Ready Status is the average number of days an employee’s cases are in Job-Ready status at the end of the month.

# INDICATOR: Active Case Workload-Regional Office Intranet Report

ELEMENT 3 - ACCURACY (Critical Element)

### Standard: The VR&E division provides eligible veterans with compensable service-connected disabilities all services and assistance necessary to enable them to achieve maximum independence in daily living, and to the maximum extent feasible, become employable and obtain and maintain suitable employment.

### Method: The EC must consistently and conscientiously exercise sound, equitable judgment in applying stated laws, regulations, policies and procedures to ensure accurate and timely decisions on vocational rehabilitation claims administered by the Department of Veterans Affairs.

Work will be completed in a manner that supports and contributes to meeting established timeliness targets.

FULLY SUCCESSFUL LEVEL: The EC will meet the following standards for their individual caseload:

|  |  |
| --- | --- |
| Measure | Standard |
| Program Outcome Accuracy | 92% |
| Fiscal Accuracy | 86% |

INDICATORS: QA Report Website for Local Reviews-Rater will ensure that at least three “Job-Ready” cases are reviewed each quarter.

ELEMENT 4 - EXTERNAL/INTERNAL RELATIONS (Non-Critical Element)

Standard: The EC ensures effective, productive relationships with organizations external to the RO in order to further VA’s goals and interests. Relationships might include, but are not limited to, employers, military, rehabilitation professionals, other federal agencies and VHA.

Fully Successful Level: Performance is acceptable if the rater finds substantial and meaningful evidence of effective engagement with external organizations described in this element.

Indicators: Supervisory reviews, observation, stakeholder feedback

ELEMENT 5 - CUSTOMER SERVICE (Critical Element)

# Standard: Functions as a division member to enhance resolution of entitlement and customer service contacts by work actions. Maintains professional, positive, and helpful relationships with internal and external customers by exercising tact, diplomacy, and cooperation.

Performance demonstrates the ability to adjust to change or work pressures, to handle differences of opinion in a professional manner, and to follow instructions conscientiously. As a division member, contributes to the group effort by supporting co-workers with technical expertise and open communications and by identifying problems and offering solutions. Performance also demonstrates the ability to effectively communicate in a courteous manner with customers during the personal or telephone interview process. Successful achievement in this element reflects support of all scorecard goals.

FULLY SUCCESSFUL LEVEL: No more than four (4) instances of valid complaints or incidents.\*

INDICATORS: Verbal and/or written feedback from internal/external customers. Observations by a supervisor with a documented complaint.

\*A valid complaint or incident is one where a review by the supervisor, after considering both sides of the issue, reveals that the complaint/incident should have been handled more prudently and was not unduly aggravated by the complainant. Disagreeing, per se, does not constitute “discourtesy”. Valid complaints or incidents will be determined by the supervisor and discussed with the employee.

ELEMENT 6 – COOPERATION AND ORGANIZATIONAL SUPPORT (Non-critical element)

The employee understands the agency mission and supports efforts to improve the work unit’s performance through positive interaction with others. Displays appropriate degree of professionalism and treats co-workers and veterans with courtesy and respect. Cooperates with co-workers and supervisors to accomplish work objectives and enhance efficiency. Recognizes the importance of teamwork and is sensitive to the contributions of others. Communicates, shares ideas, and demonstrates respect for differing viewpoints. Participates in cross-functional teams to address shared challenges, facilitate better communication, and achieve agency goals.

FULLY SUCCESSFUL LEVEL: Interaction with supervisor, co-workers, and others within the organization is businesslike and professional. Working relationships with others are typically constructive and promote the agency mission. Conscientiously follows instructions and adheres to applicable guidance. Employee easily adjusts to different working styles, ideas, and perspectives and appropriately expresses own views in the proper manner. Disagreements are normally resolved through appropriate means. Any deviations in these areas are minor and collectively or separately do not significantly hinder organizational or individual productivity or efficiency.