

<b>County Administration Value: SERVICE</b>
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<b>We responsively deliver on our commitments to all of our internal and external customers by:</b>	<b>Indicators of Ineffective Behavior (Needs Improvement)</b>	<b>Indicators of Successful Behavior</b>	<b>Indicators of Exceptional Behavior</b>
Focus on Customers: Both from the Perspective of Our Individual Interactions and the Systems We Lead	<ul style="list-style-type: none"> <li>• Not returning calls and e-mails.</li> <li>• Withholding information.</li> <li>• Making assumptions and decisions without pursuing complete information.</li> <li>• Dismissive of the input of these who have been involved in past conflict.</li> </ul>	<ul style="list-style-type: none"> <li>• Hold ourselves and others accountable for providing excellent customer service.</li> <li>• Support the County Board by providing accurate and meaningful data.</li> <li>• Communicate positive attitudes and willingness to help.</li> <li>• Respond to concerns in a timely manner.</li> <li>• Act quickly to resolve issues and problems when they arise.</li> <li>• Persist in the face of obstacles.</li> </ul>	<ul style="list-style-type: none"> <li>• Define resident expectations and satisfaction based on:               <ul style="list-style-type: none"> <li>– Function</li> <li>– Features</li> <li>– Outcomes/Results</li> </ul> </li> <li>• Create systems and processes that make it easy for residents to access public services.</li> <li>• Stay consistently in our administrative role and support the County board in its governance role.</li> <li>• Servant leadership –               <ul style="list-style-type: none"> <li>– Residents' highest priority needs are being served.</li> <li>– Focus on the growth and well-being of residents and communities.</li> <li>– Assists others to develop and perform as highly as possible.</li> </ul> </li> </ul>

**County Administration Value: INTEGRITY**

<p><b>We show honesty, openness, and demonstrate mutual respect and trust in others by:</b></p>	<p><b>Indicators of Ineffective Behavior (Needs Improvement)</b></p>	<p><b>Indicators of Successful Behavior</b></p>	<p><b>Indicators of Exceptional Behavior</b></p>
<p>Building Relationships Reflective of Our Leadership Role</p>	<ul style="list-style-type: none"> <li>• Ethical violation.</li> <li>• Undermining other organizational leaders.</li> <li>• Any activity intended to diminish the esteem of others.</li> <li>• Contributing to a culture of entitlement.</li> <li>• Failure to communicate with individual involved; brings issue to others instead.</li> <li>• Failure to obey laws and administrative and organizational rules.</li> </ul>	<ul style="list-style-type: none"> <li>• Keep co-workers informed about changes in direction that impacts their work or employment.</li> <li>• Keep commitments.</li> <li>• Express disagreement tactfully and sensitively.</li> <li>• Refrain from political activity that may impair our performance as non-partisan government administrators.</li> <li>• Accurate time and expense reporting.</li> <li>• Provide information and feedback that is direct and respectful.</li> <li>• Hold yourself to the same or higher standard of behavior established for others.</li> <li>• Safeguard confidential information.</li> <li>• Personal conduct reflects well upon us and the County.</li> </ul>	<ul style="list-style-type: none"> <li>• Set the example for work ethic, honesty, fair treatment and ethical conduct.</li> <li>• Never criticize a colleague or direct report until you have talked with the person about the issue and attempted to understand the behavior from their perspective.</li> <li>• Encourage others to express their views, particularly contrary views.</li> <li>• Give others the benefit of the doubt, particularly if there have been past disappointments.</li> <li>• Over communicate with regard to changes involving high sensitivity.</li> <li>• Correct any inaccurate or misleading information presented to elected bodies.</li> <li>• Lead by example, with great humility.</li> <li>• Never retaliate against anyone for opposition and provide no preferential treatment to people of influence.</li> <li>• Hold others accountable to behave ethically.</li> </ul>

**County Administration Value: Quality**

Providing public services that are reflective of best practices in the field	Indicators of Ineffective Behavior (Needs Improvement)	Indicators of Successful Behavior	Indicators of Exceptional Behavior
Lead Courageously	<ul style="list-style-type: none"> <li>• Allowing opposition to stop or never launch needed changes.</li> <li>• Leading by intimidation.</li> <li>• Avoid necessary confrontations.</li> </ul>	<ul style="list-style-type: none"> <li>• Challenge “the way it has always been done.”</li> <li>• Give credit to all the contributors of success.</li> <li>• Build the self-confidence of others.</li> <li>• Be a leader for continuous improvement.</li> <li>• Consistently seek and respond to input and feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Champion new initiatives within and beyond the scope of our job.</li> <li>• Develop and apply the skills to lead crucial conversations and to coach others in leading these high-impact, highly sensitive, difficult conversations.</li> <li>• Maximize on return on public investment.</li> </ul>
Think Strategically	<ul style="list-style-type: none"> <li>• Passively accept short-term gains and long-term losses for County residents.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategically plan for the future.</li> <li>• Accurately anticipate how groups, organizations and opinion leaders will react to strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus policy-makers, colleagues and direct reports on the near term (next 3-5 years) to promote future focused thinking.</li> <li>• Recognize and create strategies to balance short-term requirements and long-term plans.</li> </ul>

**County Administration Value: Diversity**

<b>Actively welcoming and valuing people with different perspectives and experiences</b>	<b>Indicators of Ineffective Behavior (Needs Improvement)</b>	<b>Indicators of Successful Behavior</b>	<b>Indicators of Exceptional Behavior</b>
<p>Establish and Maintain Positive Relationships with People with Different Backgrounds, Interests and Ideology.</p>	<ul style="list-style-type: none"> <li>• Judging others.</li> <li>• Evaluates ideas as much on who suggested them as merit.</li> <li>• Promote one size fits all solutions.</li> <li>• “Writes off people” without giving them an opportunity to succeed.</li> <li>• Demeans others.</li> </ul>	<ul style="list-style-type: none"> <li>• Respect others and appreciate differences in perspectives.</li> <li>• Actively seeks out different points of view and encourages discussion</li> <li>• Listen, be open-minded and open to special accommodations.</li> <li>• Avoid stereotypical thinking.</li> <li>• Make others feel welcome in our office and in meetings.</li> <li>• Focus on people’s strengths.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a group of insightful advisors who can help you understand and anticipate opposition.</li> <li>• Actively seek out opportunities to bring underrepresented perspectives to the table.</li> <li>• Make a conscious effort to listen to and consider the input of people with little position power but unusual insight.</li> <li>• Ensure the County workforce reflects the County’s diverse labor pool.</li> </ul>

**County Administration Value: SHARED PURPOSE**

<b>We function as a team to attain our organizational goals and work collaboratively with our policy makers, departments, employees, and customers by:</b>	<b>Indicators of Ineffective Behavior (Needs Improvement)</b>	<b>Indicators of Successful Behavior</b>	<b>Indicators of Exceptional Behavior</b>
Promoting Collaboration	<ul style="list-style-type: none"> <li>• Encourages or rewards behavior which damages relationships unnecessarily.</li> <li>• Write-off reluctant partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Work appropriately with all parties when disputes arise to find workable solutions.</li> <li>• Acknowledge and celebrate team accomplishments.</li> <li>• Be a good team contributor.</li> <li>• Develop the talents of others.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize and utilize the contributions of people from diverse backgrounds and areas of expertise.</li> <li>• Communicate well with key interest groups and community partners.</li> <li>• Provide the leadership for intergovernmental cooperation.</li> <li>• Actively try to engage reluctant partners.</li> </ul>
Unify Efforts Around Being the Healthiest, Safest and Most Prosperous County in the State	<ul style="list-style-type: none"> <li>• Fail to focus thinking on the “big picture”.</li> <li>• Lose track of the contributors to success in support roles.</li> </ul>	<ul style="list-style-type: none"> <li>• Help others see how their work fits into County Government and community network to support the broad goals of the County.</li> <li>• Focus on what is best for the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Foster a sense of energy, ownership and personal commitment to our public service.</li> <li>• Consistently view the County as one organization.</li> <li>• Help others see the context and importance of their public service.</li> </ul>

**County Administration Value: Stewardship of Resources**

<b>Conserving the human, natural, cultural, and financial resources for current and future generations</b>	<b>Indicators of Ineffective Behavior (Needs Improvement)</b>	<b>Indicators of Successful Behavior</b>	<b>Indicators of Exceptional Behavior</b>
Resource Efficiency and Financial Integrity	<ul style="list-style-type: none"> <li>• Wasting our work time and/or other resources we have been provided.</li> <li>• Focusing on efforts on the aspects of the job we enjoy the most, not the biggest impact areas.</li> <li>• Taking action without a full understanding of the issue.</li> <li>• Identify problems with little or no commitment to look for solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure accurate financial reporting.</li> <li>• Ensure realistic estimates of budget, staff time and other resources.</li> <li>• Protect against waste, fraud, loss and misuse.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote state-of-the-art best practices.</li> <li>• Hold ourselves and others accountable for the efficient use of resources.</li> <li>• Reduce risk exposures.</li> </ul>
Innovation	<ul style="list-style-type: none"> <li>• Resistance to challenging status quo.</li> <li>• Avoid upset at all cost.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote new ways of looking at wicked problems.</li> <li>• Identify underlying issues and root causes of problems.</li> </ul>	<ul style="list-style-type: none"> <li>• Support a work environment that encourages risk taking and innovation.</li> <li>• Understand and help others understand the risk associated with a new initiative.</li> </ul>