

**Conservation, Planning, and Zoning Department Value: INTEGRITY**

| We show honesty, openness, and demonstrate mutual respect and trust in others by: | Indicators of Ineffective Behavior (Needs Improvement)  | Indicators of Successful Behavior  | Indicators of Exceptional Behavior   |
|---|---|--|--|
| Being honest, kind and respectful (HKR)<br>(3 out of 3 required)                  | Living just one or two is not acceptable  | Consistently living HKR both internally and externally   | Stepping up by recognizing when others are not following HKR and communicate and take appropriate action with fellow employees and when dealing with difficult customers |
| Are trustworthy and transparent<br>(2 out of 2 required)                          | Being authentic on just one is not acceptable<br><br>Fails to share information and/or conceals/uses information unfairly | Keeping your word<br><br>Demonstrate genuine mutual trust in others<br><br>Freely sharing information<br><br>Follow through on commitments | Customers and staff see you for guidance and you take appropriate action that positively impacts the department  |

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**Conservation, Planning, and Zoning Department Value: SERVICE**

| <b>We responsibly 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>   |
|--|---|--|---|
| Delivering on promises   | "Passes the buck" to others or is not accessible to respond to customers' needs   | <p>Listens for and responds to customer requests or problems as soon as it is possible or based on department regulations</p> <p>Respond to individuals within 24 hours of request/contact and to let them know that you are working on request.</p> | <p>Anticipates customers' needs beyond the request, and responds appropriately before the situation requires additional action.</p> <p>Example: Inform landowner of any and all approvals needed from other units of government</p>   |
| Provide clear answers to questions   | <p>Failure to provide appropriate understandable information to the customer</p> <p>Inflexible in communication style or shows insensitivity to language and cultural communication needs</p> | <p>Modifies communication style based on other's needs; explains ideas and opinions in various ways to assure understanding by all</p> <p>Listen to and understand customers concerns.</p>   | <p>Explores and provides information to customers so that they are aware of other options</p> <p>Develops and uses effective and creative communication approaches to influence others and assure their understanding and support</p> |

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**Conservation, Planning, and Zoning Department 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>  |
|--|---|--|--|
| Having authentic interest in collaboration   | Functioning as an independent agent<br>Creating and working within “silos”<br>Puts self before team<br>Works only to serve self-interests and meet personal goals | Actively pursue and engage others in accomplishment of organizational goals<br><br>Does work and contributes to efforts that help the team achieves its goals<br>Meets deadlines established by the team | Coach less experienced team members to become good team members and/or motivate others on the team to achieve team goals<br><br>Establishment of basic understanding of all programs within department and assist customers and other staff.<br>Puts the team’s success ahead of personal success. |
| Building community by working with our policy makers, staff and customers  | Resists or ignores opportunities to learn new ways of working with others   | Identify and engage stakeholders in program delivery<br><br>Tries additional and different approaches in order to achieve outcome and program success  | Implement successful programs that achieve organizational goals supported by the community<br><br>Creates shared success that becomes the foundation for future work<br>Creates enduring partnerships  |

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**Conservation, Planning, and Zoning Department Value: QUALITY**

| <b>Providing public services that are reflective of best practices in the field:</b> | <b>Indicators of Ineffective Behavior (Needs Improvement)</b>                                  | <b>Indicators of Successful Behavior</b>   | <b>Indicators of Exceptional Behavior</b>  |
|--|--|--|--|
| Becoming experts on what we do and are committed to continuous learning              | Does not seek learning experiences that enhance job performance                                | Actively participates in job-related learning opportunities, shares with others what was learned, and incorporates into daily work | Seeks learning opportunities beyond job duties which relate to county overall strategic goals  |
| Listening for, seeking and responding to feedback                                    | Content with status quo<br><br>Deliberately disregarding relevant feedback                     | Listens to, understands and accepts feedback<br><br>Incorporates relevant feedback   | Actively seeks feedback<br><br>Incorporates feedback into short and long term quality improvement                                    |
| Providing professional, predictable, and reliable service to our customers.          | Inaccurate, incomplete, or untimely work product<br><br>Ineffective/inefficient work practices | Provides accurate, timely, and complete work product   | Stays informed on most current information/technology and provides this directly to our customers. Provide "best practices" service. |

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**Conservation, Planning, and Zoning Department Value: DIVERSITY**

| <b>Actively welcoming and valuing people with different perspectives and experiences by:</b>                             | <b>Indicators of Ineffective Behavior (Needs Improvement)</b>               | <b>Indicators of Successful Behavior</b>   | <b>Indicators of Exceptional Behavior</b>   |
|--|---|--|---|
| Treating everyone equally  | Indifferent to and not receptive to individuals with differing perspectives | Make others welcome by treating respectfully<br>Listen, be open-minded, and willing to adapt to change | Steps up to face difficult discussions to address and resolve differences when needed<br><br>Actively seeks out different points of view and encourages discussions |
| Advocating and promoting positive behavior that refuses to accept racist, sexist and disparaging comments and attitudes. | Indifference or ignorance of behaviors that diminish others                 | Recognizes and incorporates diverse needs of the customers   | Actively seeking and engaging diverse groups and individuals in department programs   |

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**Conservation, Planning, and Zoning Department Value: STEWARDSHIP OF RESOURCES**

| <b>Conserving the human, natural, cultural, and financial resources for current and future generations by:</b>  | <b>Indicators of Ineffective Behavior (Needs Improvement)</b>                            | <b>Indicators of Successful Behavior</b>  | <b>Indicators of Exceptional Behavior</b>  |
|---|--|---|--|
| Utilizing best practices that support sustainable development and maximize environmental stewardship.   | Failure to develop and monitor outcome measures to ensure effective use of our resources | Develop, monitor and evaluate outcomes to assure the effective use of our resources       | Use outcome measures to design, improve and maximize programs and services   |
| Evaluating and considering emerging trends, new technology, and changing customer needs in relation to the implications to our services and implement as appropriate. | Unwilling to evaluate or consider new best management practices                          | Evaluates, considers and incorporates new best practices into work processes and products | Actively seeks new best practices and uses them to enhance and produce the best work processes and products and assists others to do the same. |

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