### Core Values

#### SERVICE
- **Responsive to Customer Needs**
  - Listens to customer needs to direct them to helpful resources outside of direct scope of job
  - Anticipates customer needs and offers solutions
  - Identifies and supports efficiencies to improve customer service
  - Supports others in providing excellent customer service

#### INTEGRITY
- **Demonstrates professional communication with team, co-workers, colleagues, customers and the community**
  - Models the Commitment to Co-Workers behavioral indicators consistently.
  - Provides feedback and coaching to others on their team and within in the agency to excel in the same
  - Initiates and participates in significant crucial conversation

#### QUALITY
- **Demonstrate Effective Problem Solving Skills**
  - Consistently incorporates the perspectives of others when solving issues
  - Demonstrates ability to understand the scope of an issue, and connect to the big picture
  - Evaluates the root cause of problems effectively
  - Proactive in preventing problems before they grow
  - Actively engages others in problem solving and embraces a change environment

### Indicators of Exceptional Behavior

#### SERVICE
- Consistently directs customers to helpful resources outside of direct scope of job
- Recognizes customer needs and seeks assistance in developing solutions
- Supports efficiencies & encourages others to do the same

#### INTEGRITY
- Models the Commitment to Co-Workers behavioral indicators consistently.
- Seeks guidance from supervisor or others to develop skill of providing feedback and coaching to others
- Demonstrates willingness to engage in conversations that are conflictual

#### QUALITY
- Consistently brings forth effective and reasonable solutions affecting team performance
- Demonstrates reasonable judgment when introducing change into processes
- Recognizes own role in the problem and/or the solution, and takes action to change
- Actively supports a change environment

### Indicators of Highly Successful Behavior

#### SERVICE
- Consistent and timely response to customer needs per team protocol
- Meets customer needs consistently
- Demonstrates respect in customer interactions consistently

#### INTEGRITY
- Models the Commitment to Co-Workers behavioral indicators consistently.
- Demonstrates willingness to engage in conversations that are conflictual

#### QUALITY
- Brings forth effective and reasonable solutions for identified problems within scope of work
- Proactively supports a change process to implement solutions
- Recognizes own role in the problem and/or the solution

### Indicators of Successful Behavior

#### SERVICE
- Consistent and timely response to customer needs per team protocol
- Meets customer needs consistently
- Demonstrates respect in customer interactions consistently

#### INTEGRITY
- Models the Commitment to Co-Workers behavioral indicators consistently.
- Demonstrates willingness to engage in conversations that are conflictual

#### QUALITY
- Brings forth effective and reasonable solutions for identified problems within scope of work
- Proactively supports a change process to implement solutions
- Recognizes own role in the problem and/or the solution

### Indicators of Ineffective Behavior

#### SERVICE
- Passes the buck to others or is not responsive to customer needs per team protocol
- Disrespectful in customer interactions
- Doesn’t follow through to meet customer needs

#### INTEGRITY
- Does not consistently model the Commitment to Co-Workers behavioral indicators.

#### QUALITY
- Stops at problem identification or only offers solutions that address their own needs
- Dwells on the past
- Initiates or participates in the problem
<table>
<thead>
<tr>
<th>Core Value</th>
<th>Indicators of Exceptional Behavior</th>
<th>Indicators of Highly Successful Behavior</th>
<th>Indicators of Successful Behavior</th>
<th>Indicators of Ineffective Behavior</th>
</tr>
</thead>
</table>
| **SHARED PURPOSE** is functioning as a team to attain our organizational goals and working collaboratively with our policy makers, departments, employees, and customers. | • Helps others make those connections and initiates activities within the agency and County that further support those goals  
• Demonstrates positive and supportive connections throughout the agency  
• Leads and fully participates in culture survey action team and agency plans | • Routinely participates in activities within the agency and County that further support the County’s goals  
• Demonstrates positive and supportive connections within primary team  
• Energetically participates in culture survey action plans | • Understands and can verbally connect their work contribution to the County’s goals through their daily work  
• Is supportive of team members | • Doesn’t understand or support their individual or team connection to the County’s goals |

**Supports the Marathon County goal of being the healthiest, safest, and most prosperous county**

<table>
<thead>
<tr>
<th>Core Value</th>
<th>Indicators of Exceptional Behavior</th>
<th>Indicators of Highly Successful Behavior</th>
<th>Indicators of Successful Behavior</th>
<th>Indicators of Ineffective Behavior</th>
</tr>
</thead>
</table>
| **DIVERSITY** is actively welcoming & valuing people with different perspectives & experiences. | • Actively seeks out and helps others see different points of view  
• Encourages diverse points of view from others  
• Facilitates difficult discussions to address and resolve conflicts stemming from diversity when needed | • Recognizes own biases and takes action to change  
• Openly supports different points of view  
• Participates in difficult discussions to address and resolve differences stemming from diversity | • Makes others feel welcome by treating them respectfully  
• Listens and is open-minded, and willing to adapt to change | • Shuts down new ideas  
• Dismisses &/or disrespects people who have different points of view  
• Has a tendency to stereotype |

**Put aside personal bias when communicating with others who have a different perspective, including but not limited to cultural differences.**
<table>
<thead>
<tr>
<th>Core Value</th>
<th>Indicators of Exceptional Behavior</th>
<th>Indicators of Highly Successful Behavior</th>
<th>Indicators of Successful Behavior</th>
<th>Indicators of Ineffective Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>STEWARDSHIP OF RESOURCES is</td>
<td>- Provides a key role participating in LEAN, or other efficiency processes, to achieve desired outcomes.</td>
<td>- Consistently participates in opportunities to gain efficiencies</td>
<td>- Supports opportunities to gain efficiencies</td>
<td>- Avoids implementing change to improve efficiencies</td>
</tr>
<tr>
<td>conserving our human, natural,</td>
<td>- Continuously focuses on achieving results rather than activities that may not add value while helping others do the same.</td>
<td>- Identifies results that are not value added</td>
<td>- Participates in LEAN, or other efficiency processes, as requested</td>
<td>- Continues the mentality of “this is the way we have always done it”</td>
</tr>
<tr>
<td>cultural, and financial resources</td>
<td>- Extends expertise to others and solicits subject matter experts to improve work product</td>
<td>- Consistently evaluates and adapts own work product and flow for continuous improvement</td>
<td>- Focuses on achieving positive results for customers</td>
<td>- Does not consider customer perspective on services</td>
</tr>
<tr>
<td>for current and future generations.</td>
<td>- Monitors and evaluates outcomes to assure the effective use of our resources</td>
<td>- Develops necessary skills to maximize oneself as a resource</td>
<td>- Being mindful of current resources to gain future efficiencies</td>
<td>- Displays negativity when others suggest improvements</td>
</tr>
<tr>
<td>Develop solutions to work issues</td>
<td>- Provides innovative solutions to maximize resources</td>
<td></td>
<td></td>
<td>- Unwilling to participate in initiatives that promote change</td>
</tr>
<tr>
<td>that are cost effective and/or add value for our customers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>