

DEPARTMENTAL BEHAVIORAL EXAMPLES OF CORE VALUES FOR: MARATHON COUNTY DEPARTMENT OF SOCIAL SERVICES
EFFECTIVE for May 2018 appraisals

Core Value	Indicators of Exceptional Behavior	Indicators of Highly Successful Behavior	Indicators of Successful Behavior	Indicators of Ineffective Behavior
<p>SERVICE is responsively delivering on our commitments to all of our internal and external customers.</p> <p>Responsive to Customer Needs</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Consistent and timely response to customer needs per team protocol • Meets customer needs consistently • Demonstrates respect in customer interactions consistently 	<ul style="list-style-type: none"> • 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
<p>INTEGRITY is honesty, openness, and demonstrating mutual respect and trust in others.</p> <p>Demonstrates professional communication with team, co-workers, colleagues, customers and the community</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Models the Commitment to Co-Workers behavioral indicators consistently. 	<ul style="list-style-type: none"> • Does not consistently model the Commitment to Co-Workers behavioral indicators.
<p>QUALITY is providing public services that are reflective of "best practices" in the field.</p> <p>Demonstrate Effective Problem Solving Skills</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Stops at problem identification or only offers solutions that address their own needs • Dwells on the past • Initiates or participates in the problem

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<p>SHARED PURPOSE is functioning as a team to attain our organizational goals and working collaboratively with our policy makers, departments, employees, and customers.</p> <p>Supports the Marathon County goal of being the healthiest, safest, and most prosperous county</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Understands and can verbally connect their work contribution to the County's goals through their daily work Is supportive of team members 	<ul style="list-style-type: none"> Doesn't understand or support their individual or team connection to the County's goals
<p>DIVERSITY is actively welcoming & valuing people with different perspectives & experiences.</p> <p>Put aside personal bias when communicating with others who have a different perspective, including but not limited to cultural differences.</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Makes others feel welcome by treating them respectfully Listens and is open-minded, and willing to adapt to change 	<ul style="list-style-type: none"> Shuts down new ideas Dismisses &/or disrespects people who have different points of view Has a tendency to stereotype

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<p>STEWARDSHIP OF RESOURCES is conserving our human, natural, cultural, and financial resources for current and future generations.</p> <p>Develop solutions to work issues that are cost effective and/or add value for our customers</p>	<ul style="list-style-type: none"> Provides a key role participating in LEAN, or other efficiency processes, to achieve desired outcomes. Continuously focuses on achieving results rather than activities that may not add value while helping others do the same. Extends expertise to others and solicits subject matter experts to improve work product Monitors and evaluates outcomes to assure the effective use of our resources Provides innovative solutions to maximize resources 	<ul style="list-style-type: none"> Consistently participates in opportunities to gain efficiencies Identifies results that are not value added Consistently evaluates and adapts own work product and flow for continuous improvement Develops necessary skills to maximize oneself as a resource 	<ul style="list-style-type: none"> Supports opportunities to gain efficiencies Participates in LEAN, or other efficiency processes, as requested Focuses on achieving positive results for customers Being mindful of current resources to gain future efficiencies 	<ul style="list-style-type: none"> Avoids implementing change to improve efficiencies Continues the mentality of “this is the way we have always done it” Does not consider customer perspective on services Displays negativity when others suggest improvements Unwilling to participate in initiatives that promote change