Employee Resources Department Value: INTEGRITY

We show honesty, openness, and demonstrate mutual respect and trust in others by:	Indicators of Exceptional Behavior	Indicators of Highly Successful Behavior	Indicators of Successful Behavior	Indicators of Ineffective Behavior (Needs Improvement)
Safeguard confidential information	Keeping co-workers informed of issues that may affect department so that quality services are provided	Share pertinent information with individuals who need to know for job related reasons	Look at information necessary for job responsibilities Keeping confidential information out of view or common areas Close office door or go to private area when discussing confidential/medical or sensitive employee matters	Not keeping co-workers informed. Discussing or releasing confidential information to others who have no job-related reason for information
Interact with customers and co-workers in a respectful manner	Holds others accountable to behave respectfully Leads by example	Consistently treats others in a honest, fair and reliable manner	Provides information and feedback in a manner that is direct and respectful	Fails to directly communicate with individual involved; brings issue to others instead of individual(s) involved Does not provide information or feedback Does not listen attentively or displays negative body language

Employee Resources Department Value: SERVICE

We responsively deliver on our commitments to all of our internal and external customers by:	Indicators of Exceptional Behavior	Indicators of Highly Successful Behavior	Indicators of Successful Behavior	Indicators of Ineffective Behavior (Needs Improvement)
Partnering with our customers to meet their needs.	Consistently responds to inquiries within same day Follow up to ensure excellent services were delivered and obtain feedback for continuous improvement.	Responding to inquiries within 24 hours. Be proactive in identifying customers' needs and respond appropriately, before the situation requires action.	Responding to inquiries within 48 hours. Listen and clarify the needs of customers and provide professional expertise by offering options and resources.	Not returning calls, emails in a timely manner. Makes assumptions and decisions on incomplete information. Withholding information or not keeping customer apprised of work progress.
Being positive, approachable, respectful and genuinely committed to customer service.	Services are customized and innovative and yield high value to customer. Sought out for advice. Inform Director of pertinent issues--look at big picture/countywide ramifications. Anticipate intended and unintended consequences of actions.	Dependable, reliable and follows through on all assignments Discusses work with other staff to do better work.	Stop what you're doing. Greet—How can I help you?	Pays minimal attention or seems distracted. Others work around you. Not open to different ideas.

Employee Resources Department Value: SHARED PURPOSE

We function as a team to attain our organizational goals and work collaboratively with our policy makers, departments, employees, and customers by:	Indicators of Exceptional Behavior	Indicators of Highly Successful Behavior	Indicators of Successful Behavior	Indicators of Ineffective Behavior (Needs Improvement)
Work together	Taking the initiative to cross train and prepare SOP's Departments feel comfortable asking for assistance and do so on a regular basis	Bouncing ideas off ERD staff and other department staff Inviting others who may have expertise or be impacted by operational changes to be involved Gives and receives constructive feedback in a honest, open and respectful manner	Sharing what's going on in dept. and county Asking to help others Cross train and develop SOP's Keeps coworkers informed on work projects during their absences	Not contributing at meetings in positive manner Focusing on individual work contributions instead of departmental /county goals Blames others for their mistake
Work focuses on County strategic goals and department goals	Help customers focus on overall county goals/guiding principles	Applying core values in decision making	Decisions are grounded in strategic goals and guiding principles on employee relations	Work is focused on personal/political interests rather than county success

Employee Resources Department Value: Quality

Providing public services that are reflective of best practices in the field	Indicators of Exceptional Behavior	Indicators of Highly Successful Behavior	Indicators of Successful Behavior	Indicators of Ineffective Behavior (Needs Improvement)
Subject matter experts through professional development.	Shares with others what was learned, make recommendations and incorporates into daily work to improve programs and services	Seeks learning opportunities beyond job duties which relate to county overall strategic goals	Actively participates in job-related learning opportunities	Does not seek learning experiences that enhance job performance
Work Quality

Research leading practices to direct programs and services | Anticipates other issues/big picture and proposes other solutions

Synthesizes research information and develops new ideas

Considers all ideas before decision are made | Take initiatives to address and improve systems and processes

Others seek you out for advice | Provides accurate, timely, and value added work product

Researches multiple sources and uses information to improve programs and services | Inaccurate or untimely work product

Ineffective/inefficient work practices

Fails to conduct research review or content with status quo |

Employee Resources Department Value: Diversity				

Actively welcoming and valuing people with different perspectives and experiences	Indicators of Exceptional Behavior	Indicators of Highly Successful Behavior	Indicators of Successful Behavior	Indicators of Ineffective Behavior (Needs Improvement)
Put aside personal bias when communicating with others who have a different perspective	Facilitates difficult discussions to address and resolve differences when needed	Actively seeks out different points of view and encourages discussions Trying new approaches to improve services	Make others welcome by treating respectfully Listen, be open-minded, and willing to adapt to change	Shuts down new ideas or doesn't pay attention equally to different people
Be aware of and responsive to diverse needs of customers	Recognizes gaps and unique customer needs and proactively seeks solutions	Realizes when exceptions to policies/rules may be appropriate	Customizes practices to the diverse needs of customers	Provides one size fits all service

Employee Resources Department Value: Stewardship of Resources

Conserving the human, natural, cultural, and financial resources for current and future generations	Indicators of Exceptional Behavior	Indicators of Highly Successful Behavior	Indicators of Successful Behavior	Indicators of Ineffective Behavior (Needs Improvement)
Develop solutions to work issues that are cost effective and add value to our customers	Use outcome data to improve programs and services Extend expertise to others and solicits subject matter experts to improve work product	Developing meaningful metrics to measure success of programs	Monitor and evaluate outcomes to assure the effective use of our resources	No monitoring or measurement
Comply with federal, state, and county policies and practices to protect county assets	Seeks information to learn more about regulations/ practices Initiating new policies/practices to reduce risk exposures	Points out the need for new policies and/or procedures and provide recommendations	Policies, procedures, and practices in place to comply with applicable regulations	Not complying with laws/policies

O:\PMDATA\Frank\Core Values Behavioral Statements\ERD corevbehavioral description 2017.docx