

Marathon County Health Department Core Values “SMART” Behavioral Examples

Revised October 25, 2016 (Originally Adopted February 17, 2015)

Purpose: The following are Specific, Realistic, and Achievable behavioral examples to further the understanding of Marathon County Health Department’s Core Value statements. The examples are general in nature and are not seen as inclusive. The behavioral examples are meant to assist employees to recognize what are successful, exceptional, and ineffective behaviors.

The goal for all employees is to consistently demonstrate successful behaviors, realizing on occasion, everyone benefits from being made aware of and coached to address ineffective behaviors. As employees, we strive toward excellence by seizing opportunities presented. The exceptional behavioral examples are to illustrate what excellence looks like in our day-to-day work.

Core values provide a foundation for employees’ practice by setting a standard of behavior and expectations for everyone in the department. Core values guide employees’ decision making and action among colleagues and partners, as well as within workgroups and teams. A strong, positive work culture is built on employees who carry out successful and exceptional core value behaviors.

Health Department Core Value: SERVICE			
We responsively deliver on our commitments to all of our internal and external customers by:	Examples of Successful Behavior	Examples of Exceptional Behavior	Examples of Ineffective Behavior
Designing, implementing, and supporting programs to ensure each individual within the community is able to reach their full health potential	Actively volunteers and contributes to the success of a workgroup in the design, implementation and evaluation of services	Routinely leads or mentors others on a workgroup in the design, implementation, and evaluation of services	Does not volunteer or contribute to the success of a workgroup in the design, implementation and evaluation of services
Delivering timely service throughout the county to meet population health needs	Consistently meets deadlines or occasionally renegotiates deadlines Appropriately prioritizes workflow to be responsive to internal and external customer service needs while accepting and managing interruptions	Rarely renegotiates deadlines Actively helps others to assist with reprioritizing team work to respond to customer needs	Does not meet deadlines or consistently re-negotiates deadlines Does not appropriately prioritize workflow or consistently does not accept interruptions in workflow to be responsive to customer needs
Respecting time commitments by; preparing for meetings and meeting deadlines; and responding to phone calls, emails, and other	Consistently prepared for and on time for commitments (ex: meetings, scheduled start and end time, appointments)	Routinely leads or mentors successful strategies for meeting commitments to support other colleagues	Unprepared for meetings Consistently late for meetings and appointments Does not respond to internal and

<p>correspondence according to protocols</p>	<p>Responds to internal and external customer needs within established guidelines (e.g., referrals, outreach, partner requests, appointment requests)</p>		<p>external customer needs within established guidelines Does not work within established work hours</p>
<p>Committing to being accessible during the work day and after work hours to ensure customer needs are met.</p>	<p>Keeps home/cell telephone numbers up-to-date Keeps Outlook calendar and In/Out Board up-to-date Adjusts work schedule and priorities to meet team and/or department needs Responds to request for urgent public health matters during non-work hours and negotiates work schedule and availability</p>	<p>Takes the initiative to volunteer to work outside of one’s usual work schedule when needed to meet urgent program and team goals, anticipating the impact on current workload and work schedule</p>	<p>Does not keep home/cell telephone numbers up-to-date Does not keep Outlook calendar and In/Out Board up-to-date Does not call back or respond to requests to work outside one’s work schedule</p>

Health Department Core Value: INTEGRITY

<p>We responsively deliver on our commitments to all of our internal and external customers by:</p>	<p>Examples of Successful Behavior</p>	<p>Examples of Exceptional Behavior</p>	<p>Examples of Ineffective Behavior</p>
<p>Communicating respectfully, openly and honestly</p>	<p>Provides information in a manner that is open, honest, and respectful With personal accountability, gives positive and constructive feedback to colleagues in an honest and respectful manner, with the intent to improve practice and service Accepts positive and constructive</p>	<p>Consistently holds others personally accountable to be open, honest, and respectful Consistently role models the giving of positive and constructive feedback with the intent to improve practice and service</p>	<p>Speaks negatively about other people, brings issues to others rather than with the individual(s) involved Does not provide information and feedback respectfully Withholds information, avoids, and/or and covers up issues Does not accept positive or</p>

	<p>feedback with the intent to improve one's practice and services</p> <p>Uses enacting behaviors when communicating, examples include: "I" messages, checking assumptions, sharing all relevant information)</p>		<p>constructive feedback</p> <p>Contributes to conversations that are undermining or gossip</p>
Protecting and honoring confidentiality	<p>Secures confidential information in work spaces (e.g., locked file cabinet, locked chart room, locks their computer) while away from their desk</p> <p>Shares confidential information on a need to know basis</p> <p>Shreds confidential documents when not needed</p> <p>Follows established record retention policies</p>	<p>Identifies situations and respectfully coaches others to improve compliance with confidentiality practices (e.g., sees an unsecure file and asks a colleague to secure it)</p> <p>Identifies and leads efforts to enhance confidentiality and record retention policies</p>	<p>Confidential information is not secured</p> <p>Shares information inappropriately (e.g., giving protected information over the phone without confirming identity)</p> <p>Retains confidential documents beyond retention guidelines and policies</p>
Be aware of personal bias – check assumptions and suspend judgment	Refer to Stewardship of Resources		
Conducting ourselves professionally by adhering to the Marathon County Employee Conduct Policy, Ethics Policy, and professional code of ethics (Reference: Principles for the Ethical Practice of Public Health)	<p>Identifies ethical issues/problems and contributes to the solution</p> <p>Stops, thinks, and asks for assistance when an ethical issue/problem has been identified</p>	<p>Anticipates potential ethical issue/problem and leads the effort to solve or minimize the issue/problem</p> <p>Assists colleagues in being aware of potential ethical issues/problems</p>	<p>Complains, blames, and/or ignores ethical issues</p> <p>Undermines efforts to address an issue or the problem</p>

Health Department Core Value: Quality

<i>We responsively deliver on our commitments to all of our internal and external customers by:</i>	<i>Examples of Successful Behavior</i>	<i>Examples of Exceptional Behavior</i>	<i>Examples of Ineffective Behavior</i>
<i>Utilizing research and evidence based practice to direct programs and service initiatives</i>	<p><i>Consistently shares knowledge and skills gained from trainings, webinars, journals, conferences, meetings, etc. relevant to the work of the team and department</i></p> <p><i>Applies evidenced-based practices to enhance programs/services</i></p> <p><i>Updates policies and procedures to reflect most current evidenced based practice, regulations</i></p>	<p><i>Consistently coaches/mentors others in their application of evidenced based practices</i></p> <p><i>Regularly presents at formal trainings and conferences</i></p> <p><i>Brings forth trainings opportunities to colleagues</i></p> <p><i>Initiates actions and leads on policy and procedure updates</i></p>	<p><i>Does not attend professional development opportunities (e.g., training, webinar, conferences)</i></p> <p><i>Does not share information acquired from conferences, trainings, webinars, journals</i></p> <p><i>Does not apply evidenced-based practices to enhance programing</i></p>
<i>Challenging ourselves to improve through innovation, evaluation, collaboration and teamwork</i>	<p><i>As requested, researches and applies new practices that contribute to the existing work of the team & department</i></p> <p><i>Identifies and shares mistakes/errors with colleague and/or supervisor to determine what action can be taken to prevent the error from reoccurring</i></p>	<p><i>Routinely anticipates new areas where further knowledge, skill, tools, and resources are needed, then champions the development</i></p> <p><i>Routinely anticipates processes and actions that contribute to mistakes/errors and takes or initiates corrective action</i></p>	<p><i>Avoids or undermines the implementation of new practices</i></p> <p><i>Does not accept responsibility for mistakes/errors</i></p>
<i>Identifying clear performance indicators and outcomes to measure success</i>	<p><i>Contributes to developing MCHD goals, priorities, dashboards, and other measures to assure quality</i></p> <p><i>Reports on indicators and/or outcomes accurately and in a timely manner</i></p> <p><i>Actively participates in quality improvement activities</i></p>	<p><i>Consistently mentors or leads efforts to develop or improve performance indicators and/or outcomes</i></p> <p><i>Identifies, brings forth, and leads quality improvement activities</i></p>	<p><i>Does not contribute to identify performance indicators and outcomes to measure success</i></p> <p><i>Does not report on outcomes accurately and in a timely manner</i></p>

<p><i>Investing in continuous learning to maintain and enhance levels of expertise (Management Focus)</i></p>	<p><i>Assures annual development goals are SMART and provide opportunities for growth</i></p> <p><i>Advocates for adequate education and training funds for given fiscal year</i></p>	<p><i>Consistently anticipates professional development needs for 1-2 years in advance, arranges to meet needs, and budgets accordingly</i></p>	<p><i>Does not assure development goals are SMART for direct reports</i></p> <p><i>Does not promote education and training opportunities</i></p>
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Health Department Core Value: DIVERSITY

<p>We responsively deliver on our commitments to all of our internal and external customers by:</p>	<p>Examples of Successful Behavior</p>	<p>Examples of Exceptional Behavior</p>	<p>Examples of Ineffective Behavior</p>
<p>Honoring each individual's worthiness and respect each other's beliefs, values, culture and viewpoints</p>	<p>Actively listens, consistently considers, and collaborates with others to ensure services are planned, delivered, and evaluated to achieve desired outcomes</p> <p>Provides relevant information (what, why, how, etc.) to others</p>	<p>Consistently coaches and role models active listening skills to colleagues and community partners when interacting with others</p>	<p>Interacts with others without regard to an individual's beliefs, values, culture, and viewpoints</p> <p>Does not provide relevant information (what, why, how, etc.) to others</p> <p>Uses "you statements", defensive tone, body language and actions</p>
<p>Being aware and responsive to diverse needs of customers</p>	<p>Provides information that is culturally, age, educational, and language appropriate</p> <p>Asks individuals what they need and want, identifying and reducing barriers to service</p> <p>Links individuals with services and agencies</p>	<p>Regularly anticipates gaps in unique customer needs and proactively seeks solutions</p>	<p>Provides services to customers without regard diverse needs – does not use interpreter, translated materials, or tailor information; does not ask what the individual wants and needs</p> <p>Does not stay current on available resources and community services</p>
<p>Fostering teamwork and encourage diverse approaches</p>	<p>Contributes to a safe/open environment for information sharing</p> <p>Provides diverse ideas and accepts and</p>	<p>Consistently encourages diverse ideas and views in a collaborative manner</p>	<p>Dismisses ideas prematurely, dominates conversations without allowing others input</p>

	supports team and/or supervisor's decision		Does not support the team and/or supervisor's decision
Recruiting, hiring and retaining employees with diverse experiences, abilities, and strengths as appropriate for position (Mng-Management focus)	<p>Utilizes colleagues strengths within the scope of their position</p> <p>Volunteers to participate on hiring committees/interview teams</p> <p>Assures diverse interview teams that represent the team, department, community partners (Mng)</p> <p>Abides by Equal Employment Opportunity laws (Mng)</p> <p>Hires for skill and culture fit (Mng)</p>	<p>Routinely aligns colleagues' strengths within the scope of their position for project and team work (Mng)</p> <p>Consistently contributes to creating a work environment that encourages appropriate autonomy, mastery and purpose for all colleagues (Mng)</p> <p>Identifies learning and professional development opportunities for colleagues to utilize their strengths and interests within the team, department and/or county</p>	<p>Does not utilize colleagues strengths</p> <p>Limits recruitment opportunities (Mng)</p> <p>Hires only for skill or culture (Mng)</p>

Health Department Core Value: SHARED PURPOSE			
We responsively deliver on our commitments to all of our internal and external customers by:	Examples of Successful Behavior	Examples of Exceptional Behavior	Examples of Ineffective Behavior
Contributing to our individual expertise to attain organizational and community goals	<p>Recognizes and uses one's own strengths and expertise to achieve program/service goals</p> <p>Asks for assistance to complete task or project when necessary</p>	<p>Consistently anticipates and builds new knowledge and/or skills that is considered forward thinking or innovation to achieve program/service goals</p> <p>Assisting with the development of expertise in others</p> <p>Helps others to see learning and leadership opportunities</p>	<p>Does not offer strengths and expertise to the team</p> <p>Does not ask for assistance when struggling</p>

		Shares learning and leadership opportunities	
Collaborating with representatives of organizations to meet the needs of Marathon County residents	<p>Communicates identified service needs (internal and external) to appropriate individuals</p> <p>Identifies and communicates new opportunities to work with other organizations to achieve common goals</p> <p>Accepts ideas and feedback from other organizations on ways to achieve common goals and integrate when appropriate</p>	<p>Consistently mentors co-workers to seize opportunities with other organizations to address program and service needs</p> <p>Routinely anticipates and acts on new opportunities with other organizations to achieve common goals</p> <p>Regularly solicits input and feedback from other organizations on ways to achieve common goals, incorporating as appropriate</p>	<p>Does not communicate service needs, ignores issues, tells the wrong person, or procrastinates in taking action</p> <p>Does not listen to others</p> <p>Moves forward initiatives without consideration for the impact on the team, department or other organization's goals</p>
Committing to the success of all	<p>Assists colleagues regardless of position or program</p> <p>Freely shares knowledge, information or context with others</p> <p>Accepts others, brings forth, and utilizes colleagues strengths</p>	<p>Consistently anticipates and connects colleagues and partners to information and resources</p> <p>Recognizes what strengths are needed for a given assignment and seeks needed strengths from colleagues and partners</p>	<p>Does not assist colleagues</p> <p>Withholds knowledge, information</p> <p>Does not accept or use colleagues strengths</p>
Making decisions about our services based on community need and input	<p>Participates in assessment, evaluation and quality improvement activities</p> <p>Identifies opportunities for improvement and communicates to appropriate individual</p>	<p>Routinely leads and participates in evaluation and quality improvement projects to completion</p> <p>Consistently mentors co-workers on evaluation and quality improvement projects</p>	<p>Does not participate in assessment, evaluation and quality improvement activities</p> <p>Implements changes in services without communicating to appropriate individuals</p>

Health Department Core Value: STEWARDSHIP OF RESOURCES

We responsively deliver on our commitments to all of our internal and external customers by:	Examples of Successful Behavior	Examples of Exceptional Behavior	Examples of Ineffective Behavior
Contributing to a positive and safe environment	<p>Carries out enacting behaviors - respectfully asks clarifying questions, checks assumptions, suspends judgment, shares reasoning and intent, listens for understanding, focus on interests (honest, personal accountability, respect)</p> <p>Removes self from negative conversations or reframes the discussion</p> <p>Accepts change, while recognizing the challenges and opportunities</p> <p>Carries out department's workplace safety practices and policies for position</p> <p>Recognizes unsafe work situations and takes action to minimize risk</p>	<p>Routinely leads and mentors others in practicing enacting behaviors around change</p> <p>Consistently helps others to recognize ineffective conversations and mentors enacting behaviors</p> <p>Consistently anticipates unsafe work situations and proposes solutions to appropriate person</p>	<p>Does not practice enacting behaviors (e.g., judges others, makes assumptions, withholds information, holds grudges)</p> <p>Does not follow workplace safety practices and policies for position</p> <p>Ignores, or contributes to unsafe work situations</p>
Managing our resources wisely	<p>Consistently completes routine tasks accurately and on time</p> <p>Participates in assigned projects to completion</p> <p>Focuses efforts on what can be controlled</p> <p>Follows department policies and procedures</p> <p>Shares knowledge and information with co-workers</p>	<p>Consistently manages or leads projects within established guidelines with minimum direction</p> <p>Encourages and supports co-workers to accept decisions made at team, department, county and/or state level</p> <p>Leads efforts to incorporate changes resulting in new efficiencies</p>	<p>Requires tasks to be repeated due to errors or information/data missing</p> <p>Focus efforts on matters that cannot be controlled</p> <p>Does not follow established processes and procedures</p> <p>Does not share relevant information with others</p>

<p>Maintaining high standards of fiscal accountability</p>	<p>Seeks prior approval for expenditures</p> <p>Submits documentation timely and accurately (e.g., receipts, mileage, meals, time accountability)</p> <p>Spends within the intent and program budget</p> <p>Makes suggestions for improvements in purchasing practices</p> <p>Abides by fiscal practices to ensure compliance with county, state and grant audit requirements</p>	<p>Identifies ways to use existing resources to meet unmet needs</p> <p>Considers multiple factors and range of alternatives when purchasing or using MCHD resources</p>	<p>Makes purchases without prior approval</p> <p>Purchases, including bulk purchases, are wasted</p> <p>Does not have or submit documentation for purchases</p>
<p>Seeking diverse and sustainable funding given the scope of one's position</p>	<p>Seeks guidance on purchasing and acceptance of funds (e.g., stipends, gift cards, grants)</p> <p>Brings forth opportunities for funding that support the department's mission</p>	<p>Secures new funding that support the mission and vision of the department as appropriate for role</p>	<p>Accepts grant funds without approval</p> <p>Does not consider long term implications of accepting grant funds</p>