

Library 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
Safeguard confidential patron information	Discusses or releases confidential information to others who have no job-related reason for information	<p>Shares pertinent information with individuals who need to know for job related reasons</p> <p>Looks at information necessary for job responsibilities</p> <p>Keeps confidential information out of view or common areas</p> <p>Closes office door or goes to private area when discussing confidential/medical or sensitive employee matters</p>	Keeps co-workers informed of issues that may affect department so that quality services are provided
Interacts with customers and co-workers in a respectful manner	<p>Fails to directly communicate with individual involved; brings issue to others instead of individual(s) involved</p> <p>Does not provide information or feedback</p> <p>Does not listen attentively or displays negative body language</p>	Provides information and feedback in a manner that is direct and respectful	<p>Holds others accountable to behave respectfully</p> <p>Leads by example</p>

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Library Department Value: SERVICE

We responsively deliver on our commitments to all of our internal and external customers by:	Indicators of Ineffective Behavior (Needs Improvement)	Indicators of Successful Behavior	Indicators of Exceptional Behavior
Connecting our customers (meeting their needs) with information, ideas, and community.	Does not return calls, emails in a timely manner. Makes assumptions and decisions on incomplete information. Withholds information or does not keep customer apprised of work progress.	Responds to inquiries within a reasonable time frame. Listens and clarifies the needs of customers and provides professional expertise by offering options and resources.	Responds to inquiries within 24 hours. Is proactive in identifying customers' needs and responds appropriately before the situation requires action. Follows up to ensure excellent services were delivered and encourages feedback for continuous improvement.
Being positive, approachable, respectful and genuinely committed to customer service.	Pays minimal attention or seems distracted. Others work around you. Not open to different ideas.	Stopping what you're doing. Being aware of customers and making eye contact. Greeting—How can I help you?	Services are customized and innovative and yield high value to customer. Discusses work with other staff to do better work. Sought out for advice. Inform Director of pertinent issues-- look at big picture/countywide ramifications. Anticipate intended and unintended consequences of actions.

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Library 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 Ineffective Behavior (Needs Improvement)	Indicators of Successful Behavior	Indicators of Exceptional Behavior
Work together	<p>Does not contribute at meetings in positive manner</p> <p>Focuses on individual work contributions instead of departmental /county goals</p> <p>Does not participate in learning, development, and continuous improvement efforts</p>	<p>Shares what's going on in dept. and county</p> <p>Asking to help others</p> <p>Cross trains and develops SOP's</p> <p>Actively seeks opportunities for learning, development, and continuous improvement</p>	<p>Takes the initiative to cross train and prepare SOP's</p> <p>Invites others who may have expertise or may be impacted by operational changes to be involved</p> <p>Shares tools and ideas with others after actively seeking opportunities for learning, development, and continuous improvement</p>
Work focuses on Library's Mission, Vision, and Core Values as they relate to County strategic goals	Work is focused on personal/political interests rather than county success	Decisions are grounded in strategic goals and guiding principles on employee relations	Help customers understand library's goals, mission and vision as they relate to overall county goals/guiding principles

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Library Department Value: Quality

Providing public services that are reflective of best practices in the field	Indicators of Ineffective Behavior (Needs Improvement)	Indicators of Successful Behavior	Indicators of Exceptional Behavior
Subject matter experts through professional development.	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
<p>Work Quality</p> <p>Research leading practices and apply those practices to direct programs and services</p>	<p>Inaccurate or untimely work product Ineffective/inefficient work practices</p> <p>Fails to conduct research review or content with status quo</p>	<p>Provides accurate, timely, and value added work product</p> <p>Researches multiple sources and uses information to improve programs and services</p>	<p>Anticipates other issues/big picture and proposes other solutions Others seek you out for advice</p> <p>Synthesizes research information and develops new ideas Considers all ideas before decision are made</p>

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Library Department Value: Diversity

Actively welcoming and valuing people with different perspectives and experiences	Indicators of Ineffective Behavior (Needs Improvement)	Indicators of Successful Behavior	Indicators of Exceptional Behavior
Puts aside personal bias when communicating with others who have a different perspective	Shuts down new ideas or doesn't pay attention equally to different people	Makes others welcome by treating respectfully Listens, is open-minded, and willing to adapt to change	Facilitates difficult discussions to address and resolve differences when needed Actively seeks out different points of view and encourages discussions
Is aware of and responsive to diverse needs of customers	Provides one size fits all service	Customizes practices to the diverse needs of customers	Recognizes service and/or collection gaps and unique customer needs and proactively seeks solutions or augmentations to the collection

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Library Department Value: Stewardship of Resources

Conserving the human, natural, cultural, and financial resources to ensure relevance and community support	Indicators of Ineffective Behavior (Needs Improvement)	Indicators of Successful Behavior	Indicators of Exceptional Behavior
Develops solutions to work issues that are cost effective and add value to our customers	No monitoring or measurement	Monitors and evaluates outcomes to assure the effective use of our resources	Uses outcome data to improve programs and services Extends expertise to others and solicits subject matter experts to improve work product
Complies with federal, state, and county policies and practices to protect county assets and ensure MCPL's leadership in library service	Does not comply with laws/policies/procedures	Policies, procedures, and practices in place to comply with applicable regulations	Seeks information to learn more about regulations/best practices Initiates new policies/practices to reduce risk exposures

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