

MARATHON COUNTY SHERIFF'S OFFICE

DEPARTMENT BEHAVIOR EXAMPLES OF CORE VALUES

October 05, 2016

1. **DUTY** is displaying initiative and willingness to be held accountable for behavior, productivity, quality, efficiency and results.
 - a. **ACCEPTING DIRECTION AND CRITICISM:** Ability to follow instruction accepts advice and revises performance based upon feedback from Supervisor.
 - I. **Exceptional:** Consistent completion of assignments within time limits; readily accepts supervision and criticism.
 - II. **Highly Successful:** Listens and completes assignments within acceptable time limits and accepts direction.
 - III. **Successful:** Follows directions given and shows an effort to improve, but may need occasional reminding.
 - IV. **Need Improvement:** Often fails to follow instructions and does not show improvement. Assignments may have to be reworked.
 - b. **INITIATIVE:** Originality in thinking; effort to improve work performance.
 - I. **Exceptional:** Self-starter; makes frequent suggestions; anxious to tackle difficult assignments. Completes assignments with minimal help.
 - II. **Highly Successful:** Analyzes and completes assignment with minimal help.
 - III. **Successful:** Performs regular work without waiting for instruction; occasionally offers input.
 - IV. **Need Improvement:** Must have detailed instructions; slow in getting started. Relies heavily on others; must be continually pushed.
 - c. **PAPERWORK:** Preparation of required reports and documentation and revise performance based on feedback from Supervisor.
 - I. **Exceptional:** Excellent Reports - always on time, or ahead of time.
 - II. **Highly Successful:** Satisfactory reports; timely, neat, complete and accurate.
 - III. **Successful:** Reports and documents are acceptable.
 - IV. **Need Improvement:** Occasionally incomplete and inaccurate; reports submitted late.
2. **INTEGRITY** is leading by example through keeping commitments and deadlines, behaving in a trustworthy manner and using resources in an efficient manner to maximize their value.
 - a. **QUALITY OF WORK:** Accuracy and thoroughness of overall performance, regardless of volume.
 - I. **Exceptional:** Consistently does exceptional work; is chosen for difficult assignments or special projects.
 - II. **Highly Successful:** Usually does better than average work; dependable.
 - III. **Successful:** Work is of acceptable quality. Moderate supervision necessary and seldom makes errors
 - IV. **Need Improvement:** Work requires checking and errors are common and reminders have proven not to improve performance. Needs additional supervision.
 - b. **ATTENDANCE AND PUNCTUALITY:** Appropriate use of Scheduled and Unscheduled PTO.
 - I. **Exceptional:** Consistently arrives at work in a time that allows for appropriate briefing and information sharing. Is not absent or tardy.
 - II. **Highly Successful:** Arrives for at the assigned time; seldom absent or tardy.
 - III. **Successful:** Seldom late in arriving for work; absent time falls within acceptable limits.

- IV. **Need Improvement:** Frequently late arriving to work. Does not participate in briefings or information sharing. Excessive absenteeism.
3. **RESPECT** is accepts, values and honors diversity and everyone's worthiness.
- a. **RELATIONSHIP WITH OTHERS / TEMPERAMENT:** Effect of communication, attitude, actions and disposition on coworkers, citizens and offenders.
 - I. **Exceptional:** Displays leadership tendencies. Firm, resolute and committed in daily performance. Fosters strong alliances and relationships.
 - II. **Highly Successful:** Consistently creates favorable impression, is cooperative and friendly.
 - III. **Successful:** Follows directions given and shows an effort to improve, but may need occasional reminding
 - IV. **Need Improvement:** Behaves in a manner that is disagreeable, contradictory and resentful. Is critical of others.
 - b. **APPEARANCE:** Adherence to Departmental Policies.
 - I. **Exceptional:** Uniform/attire is always correct. Always presents themselves in a professional manner.
 - II. **Highly Successful:** Uniform/attire is correct. Consistently presents themselves in an acceptable manner.
 - III. **Successful:** Dresses in a manner to "get by". Neat and clean most of the time.
 - IV. **Need Improvement:** Unkempt or incorrect uniform/attire.
 - c. **DECISION MAKING:** Makes decisions and accepts responsibility for results.
 - I. **Exceptional:** Evaluates alternatives and course of action; makes difficult decisions promptly and provides necessary follow-up.
 - II. **Highly Successful:** Consistently makes decisions in a timely manner and taking appropriate action.
 - III. **Successful:** Makes decisions in satisfactory time may need guidance with tough decisions.
 - IV. **Need Improvement:** Indecisive and/or reluctant to make decisions. Delays decisions or relies on others to follow-thru.
4. **TEAM** is being a constructive voice for the improvement of the team, division, Sheriff's Office and community.
- a. **COMMITMENT / TEAMWORK:** Contributes and recognizes team accomplishments.
 - I. **Exceptional:** Consistently encourages and participates in teamwork conforming to team needs. Anxious to align personal schedule to meet department needs.
 - II. **Highly Successful:** Contributes, participates and promotes teamwork. Understands the needs of the team. Accepts responsibility when things go wrong and works to fix mistakes.
 - III. **Successful:** Positive attitude in team environments. Accepts responsibility when things go wrong. Works to fix mistakes.
 - IV. **Need Improvement:** Does not participate in team activities. Does not accept responsibility when things go wrong. Will not actively assist to correct errors or omissions.
 - b. **DIRECTION OF SUBORDINATES:** Ability to develop and lead subordinates to accomplish the mission of the department. *(Supervisory Staff Only)*
 - I. **Exceptional:** Knows the skills of subordinates; deals with them consistently and effectively. Gives effective feedback and helps in making subordinate successful.
 - II. **Highly Successful:** Consistently effective in dealing with subordinates; work assignments are clear and performance standards understood.
 - III. **Successful:** Assigns work and assignments and follows up to ensure performance standards are met. Subordinates are encouraged to learn and be successful.
 - IV. **Need Improvement:** Inconsistent in providing effective feedback, appraisal and discipline resulting in morale problems within division.

- c. DELIGATION: Proper assignment of responsibilities or tasks. (Supervisory Staff Only)
 - I. *Exceptional*: Delegates tasks appropriately and provides support when needed. Encourages learning and is open to new and innovative ways of doing work.
 - II. *Highly Successful*: Delegates very effectively and allows some freedom for mistakes. Is understanding of mistakes and encourages team members.
 - III. *Successful*: Often delegates and provides guidance but must be reminded of need to “work on business and not in”. May get too involved in tasks.
 - IV. *Need Improvement*: Unable to delegate or trust subordinates. Often makes decisions for subordinates and does not foster an environment of learning.

- 5. **SAFETY** is performing duties with continuous awareness and attentiveness to the potential dangers of the work and the need for safety.
 - I. KNOWLEDGE OF JOB: Procedures, facilities, statutes and/or equipment.
 - II. *Exceptional*: Detailed and complete knowledge of position. Shows sound judgment and common sense in facing new situations.
 - III. *Highly Successful*: Well informed, has more than adequate knowledge of position. Can be relied upon to use good judgment and common sense in facing new situations.
 - IV. *Successful*: Handles ordinary and routine situations. Requires occasional oversight and checking of work.
 - V. *Need Improvement*: Meager understanding of job or knowledge of position. Cannot be relied upon and must be supervised to ensure situations are handled appropriately.

- b. ORGANIZATION: Ability to organize people to achieve objectives. (Supervisory Staff Only)
 - I. *Exceptional*: Effective use of time, personnel and equipment. Is able to respond to changing environment, policy and convey message throughout their division.
 - II. *Highly Successful*: Consistent and good organization of work. Does not need to be reminded of deadlines.
 - III. *Successful*: Consistent and good organization of work. Must be reminded of deadlines from time to time.
 - IV. *Need Improvement*: Disorganized and forgetful. Relies upon others at in appropriate times to ensure work is done.