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. DELEGATION: 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 inappropriate times to ensure work is done.