

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	Keeps co-workers informed of issues that may affect department so that quality services are provided	Shares pertinent information with individuals who need to know for job related reasons	Looks at information necessary for job responsibilities Keeps confidential information out of view or common areas Closes office door or goes to private area when discussing confidential/medical or sensitive employee matters	Does not keep co-workers informed. Discusses or releases confidential information to others who have no job-related reason for information
Following the County's Core Values and doing the right thing in all circumstances	Holds others accountable to behave respectfully Leads by example Addresses negativity in the work environment	Consistently treats others in a honest, fair and reliable manner Contributes to a positive work environment	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 Says one thing and does another / does not follow through on commitments Dishonesty

Employee Resources Department Value: SERVICE

We responsibly 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 in accordance with rules, regulations and the County's mission, vision and strategic plan.	<p>Consistently responds to inquiries within same day</p> <p>Follow up to ensure excellent services were delivered and obtain feedback for continuous improvement.</p> <p>Proactively communicate departmental responsibilities and help them understand their responsibilities as it relates to the County's goals and objectives</p>	<p>Responds to inquiries within 24 hours.</p> <p>Be proactive in identifying customers' needs and respond appropriately, before the situation requires action.</p>	<p>Responds to inquiries within 48 hours.</p> <p>Listens and clarifies the needs of customers and provide professional expertise by offering options and resources.</p>	<p>Does not return calls, emails in a timely manner.</p> <p>Makes assumptions and decisions on incomplete information.</p> <p>Withholds information or does not keep customer apprised of work progress.</p>
Being positive, approachable, respectful and genuinely committed to customer service.	<p>Services are customized and innovative and yield high value to customer.</p> <p>Sought out for advice.</p> <p>Informs Director of pertinent issues--look at big picture/countywide ramifications.</p> <p>Anticipates intended and unintended consequences of actions.</p>	<p>Dependable, reliable and follows through on all assignments</p> <p>Discusses work with other staff to do better work.</p>	<p>Stop what you're doing.</p> <p>Greet—How can I help you?</p>	<p>Pays minimal attention or seems distracted.</p> <p>Others work around you.</p> <p>Not open to different ideas.</p>

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	<p>Takes initiative to cross train others and be open to feedback or suggestions to SOP's</p> <p>Departments feel comfortable asking for assistance and do so on a regular basis</p>	<p>Has concise written SOP's and easy to understand</p> <p>Bounces ideas off ERD staff and other department staff</p> <p>Invites others who may have expertise or be impacted by operational changes to be involved</p> <p>Gives and receives constructive feedback in a honest, open and respectful manner</p>	<p>Has written SOP's for key work responsibilities</p> <p>Shares what's going on in dept. and county</p> <p>Asking to help others</p> <p>Keeps coworkers informed on work projects during their absences</p>	<p>Does not have SOP's</p> <p>Does not contribute at meetings in positive manner</p> <p>Focuses on individual work contributions instead of departmental /county goals</p> <p>Blames others for their mistake</p>
Work focuses on County strategic goals and department goals	Helps customers focus on overall county goals/guiding principles	Applies 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 Integrates research information and develops new ideas Considers all ideas before decision are made	Takes 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	<p>Facilitates difficult discussions to address and resolve differences when needed</p> <p>Understand issues from the other person's perspective</p>	<p>Actively seeks out different points of view and encourages discussions</p> <p>Trying new approaches to improve services</p>	<p>Makes others welcome by treating respectfully</p> <p>Listens, be open-minded, and willing to adapt to change</p>	Shuts down new ideas or doesn't pay attention equally to different people
Be aware of and responsive to diverse needs of customers	<p>Recognizes gaps and unique customer needs and proactively seeks solutions</p> <p>Seeks out and welcome opinions from diverse individuals; and reach consensus for best plans of actions</p>	<p>Realizes when exceptions to policies/rules may be appropriate</p> <p>Includes diverse individuals in program planning and decision making</p> <p>Recognizes your own biases and take action to change</p>	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	<p>Uses outcome data to improve programs and services</p> <p>Extends expertise to others and solicits subject matter experts to improve work product</p> <p>Initiates process improvement methodology</p>	Develops meaningful metrics to measure success of programs	Monitors and evaluates outcomes to assure the effective use of our resources	<p>No monitoring or measurement</p> <p>Not looking to improve current methods, accepting status quo</p>
Comply with federal, state, and county policies and practices to protect county assets	<p>Seeks information to learn more about regulations/practices</p> <p>Initiates new or modify current policies/practices to reduce County-wide risk exposures</p>	<p>Points out the need for new policies and/or procedures and provide recommendations</p> <p>Prioritizes frequency vs severity of risk exposure for non-compliance or deficiencies; develop plans and address most critical issues</p>	<p>Policies, procedures, and practices in place to comply with applicable regulations</p> <p>Identifies areas of risk exposure for non-compliance or deficiencies</p>	<p>Not complying with laws/policies</p> <p>Ignoring risk exposure for non-compliance or deficiencies</p>