



SERVICE

Serve coworkers and members of the public in a kind and friendly manner.

KEY BEHAVIORS

Follows policies, procedures and work rules.

Provides high quality services in a respectful, timely and team-centered manner.

Accepts responsibility, and is accountable for work and decisions.

Open, welcoming and able to adapt to change.

Needs Improvement

Does not schedule time off in advance or uses more than available leave without appropriate documentation. Late for work, meetings and/or appointments with customers. Does not work overtime to meet a deadline or for emergencies.

Often provides services or solutions that do not meet the expected level of service. Slow to respond to requests and does not make customer a priority. Impatient with or unable to handle difficult customers.

Places blame on others or makes excuses for own lack of performance. Does not share the workload with teammates. Fails to correct known mistakes without being told.

Resists change and working outside of comfort zone to support team and goals. Prefers to continue doing things the way they've always been done. Refuses to learn or try something new.

RATINGS

Meets Expectations

Schedules time off in advance and does not exceed available leave. Arrives on time for work, meetings and appointments with customers. Works overtime when needed to meet a deadline or for emergencies.

Consistently provides high quality services and solutions to meet customer needs. Attentive and responsive to the needs of customers; positive and friendly attitude. Handles difficult customers with patience.

Consistently accountable for work responsibilities and action; fulfills commitments; is dependable and self-reliant; acknowledges mistakes and gains insights from them.

Open to and welcomes new ideas and approaches; adapts to changing priorities, situations, and demands; maintains positive attitude and work focus despite obstacles or setbacks.

LIVING THE VALUES

- * Acts as an example to others or trains others on policies and procedures.
- * Exemplifies balance between organizational needs and personal well-being.
- * Often delivers services and solutions that exceed customer expectations.
- * Builds strong community with coworkers and those we serve.
- * Looks at 'success' and 'failure' and asks, "What can I learn?"
- * Consistently asks "who is burdened" and "who is benefited" by the decisions we make.
- * Leads change effectively and responds to changing circumstances by being innovative
- * Helps others adapt to change.

COMMUNICATION

Listen actively and communicate clearly.

KEY BEHAVIORS

Clear and concise in verbal and written communications.

Shares information in a timely manner using the most appropriate method.

Attentive; actively listens and respects others who are speaking.

Works through differences to find common ground while maintaining dignity and respect.

Asks for input from others.

Open to feedback.

Needs Improvement

Does not communicate in a clear and concise manner. Often shares unrelated or unimportant information.

Seldom shares information without prompting and questioning; does not share messages using appropriate mode.

Shows little to no interest in what others have to say. Talks over others or speaks condescendingly to others.

Avoids conflict, or engages in conflict in a way that is unproductive.

Does not show interest in listening to ideas from others; has difficulty respecting ideas when different from their own; tends to make decisions before listening to all sides.

Is not open to feedback from others; criticizes or ignores input from others.

RATINGS

Meets Expectations

Communicates in a clear and concise manner.

Shares important information with others; shares messages using appropriate mode.

Listens carefully and asks questions when needed.

Strives to resolve interpersonal conflicts constructively; seeks assistance when needed.

Listens to and carefully considers ideas from others, even when different from their own; ensures all sides are heard before reaching a decision.

Welcomes and implements suggestions for improvement. Encourages others to share points of view that do not agree with their own.

LIVING THE VALUES

- * Communicates effectively, validates others, and makes others feel heard.
- * Provides regular, consistent, and meaningful information to others.
- * Demonstrates commitment to transparency.
- * Validates concerns; listens with empathy.
- * Able to resolve interpersonal conflict constructively, professionally and compassionately.
- * Asks for and encourages ideas from a wide variety of individuals.
- * Exemplifies continuous learning.
- * Lets others know they've been heard and are valued.
- * Makes sure diverse voices are included in feedback, and uses that feedback to improve.
- * Uses continuous improvement in any work projects or programs.

TEAMWORK

Collaborate with others to learn, improve, and solve problems.

KEY BEHAVIORS

Fully participates in team decisions and supports team members.

Provides useful contributions to the team.

Encourages unity rather than “us vs. them” thinking.

Works collaboratively with coworkers and supervisors to solve problems and meet work goals.

Acknowledges others’ efforts, advice, and contributions.

Volunteers to help others when needed.

Able to cooperatively resolve conflict.

Needs Improvement

Makes limited or ineffective contributions to team decisions; does not support other team members.

Makes limited or ineffective contributions to the group; may focus largely on own agenda without considering the whole team.

Engages in “us vs. them” thinking or allows it to exist within the team.

Has difficulty working with others to achieve assigned goals. Points out problems without providing solutions.

Misses chances to acknowledge what others are doing; takes credit for the work of others.

Misses opportunities or rarely volunteers to help others.

Reacts negatively to differences of opinion or conflict. Points out problems without offering solutions; blames others.

RATINGS

Meets Expectations

Contributes to team decisions and supports team members when needed.

Works as a team player and seeks to contribute actively to the group’s efforts.

Discourages “us vs. them” thinking in self and others.

Works collaboratively with coworkers and supervisors to solve problems and achieve assigned goals.

Demonstrates understanding and appreciation for how others contribute to team and organizational goals.

Steps forward to help others when the need is clear.

Works with coworkers and supervisors to resolve conflict; provides constructive feedback and offers solutions.

LIVING THE VALUES

- * Shows commitment to shared prosperity; creates a sense of community with coworkers
- * Finds multiple ways to contribute to the group; innovates.
- * Considers and looks for new ways to add value.
- * Confronts and challenges “us vs. them” thinking, connects others to purpose
- * Asks, “What voices are missing,” and “Who else should be at the table?”
- * Finds ways to recognize others
- * Shares recognition and gives credit for each person’s success.
- * Helps others and balances well-being with organizational needs.
- * Facilitates conflict resolution.



EQUITY & INCLUSION

Treat everyone as they would like to be treated.

KEY BEHAVIORS

Treats all team members fairly and respectfully and appreciates individual differences.

Values diversity and respects differences.

Recognizes, intervenes, and shows compassion to targets of bullying, harassment or discrimination.

Is self-reflective and working actively on own biases.

RATINGS

Needs Improvement

Does not involve all team members in meeting work-related goals. Not open to new ideas and different perspectives shared by team members.

Unaccepting of new ideas resulting in a lack of respect for differences in the workplace.

Does not recognize inappropriate workplace behavior or respond in a way to positively influence the outcome.

Unwilling and/or unable to accept own biases and work to assure they do not adversely affect others. Resistant and/or disengaged in related training.

Meets Expectations

Works to involve team members in meeting work-related goals. Supports new ideas and different perspectives shared by team members. Treats all team members with dignity, respect and fairness.

Shows appreciation for the diverse nature of workforce and utilizes employee talents and ideas. Supports City's equity and inclusion values.

Recognizes inappropriate workplace behavior and responds in a way to redirect; informs supervisor of behavior.

Demonstrates an awareness, openness or willingness to engage others in conversations that challenge or differ from one's own values, beliefs and perspectives. Actively participates in related training.

LIVING THE VALUES

- * Shares time, energy and knowledge with others so they can succeed.
- * Makes others feel welcome, appreciated, and a sense of belonging.
- * Proactively engages and supports workplace discussion around equity and inclusion.
- * Leads others in actively supporting City values and inclusive behaviors.
- * Encourages others to recognize inappropriate workplace behavior and respond in a way to positively influence the outcome.
- * Disrupts and defends against bullying and harassment.
- * Uses self-awareness to deflect biases. Responds to biases and pursues ways to gain skill to avoid negative impacts in the workplace or with customers. Requests bias training or is a member of the agency equity team.

STEWARDSHIP

We will care for our natural, economic, fiscal, and social resources.

KEY BEHAVIORS

Acts in ways to conserve fuel, energy and environmental resources.

Works safely to protect self, coworkers and members of the public.

Works efficiently and productively.

Respects taxpayer money used to purchase vehicles, equipment, tools, materials and supplies to be able to do our work.

Uses innovation tools and techniques to increase efficiency.

Needs Improvement

Does not consistently act in ways to conserve fuel, energy and environmental resources.

Does not consistently adhere to safety standards.

Does not follow established break times. Does not plan work or manage time well.

Acts carelessly, which results in damage or destruction of City property.

Does things because, "This is how they have always been done." Refuses to learn new technology or tools to improve services or efficiency.

RATINGS

Meets Expectations

Acts in ways to conserve fuel, energy and environmental resources.

Understands and consistently applies safety standards; reports and corrects safety problems.

Follows established break times. Plans ahead, manages time well, bundles jobs or services to realize greater efficiencies.

Takes responsibility for proper use and care of City property.

Continuously improves processes and services in a way that improves community outcomes or preserves resources.

LIVING THE VALUES

- * Actively seeks out innovative solutions or actions that conserve fuel, energy and environmental resources.
- * Promotes a safety culture among team members.
- * Looks for opportunities to improve and recommends changes leading to increased efficiencies and productivity.
- * Coaches others in taking responsibility for proper use and care of City property.
- * Leads or begins innovation projects.
- * Identifies ways our resources benefit or burden people or groups differently, and seeks ways to address it.