DEVELOPING, EMPOWERING AND SUPPORTING EMPLOYEES

Developing, Empowering and Supporting Employees is evidenced by spending time improving and developing the abilities, skills, behavior, and performance of employees. It means frequently and spontaneously taking time to coach employees, providing honest feedback and assisting with tasks, and, where appropriate, providing career development opportunities to develop their competencies.

BEHAVORIAL INDICATORS:

- Gives employees specific, detailed feedback, both positive and developmental.
- Provides employees with assignments or training to develop their abilities.
- Gives encouragement to motivate employees and recognizes them for their accomplishments (e.g. career development opportunities, public acknowledgment).

EQUAL EMPLOYMENT OPPORTUNITY (EEO)

In support of promoting a diverse workforce that is free from discrimination and values all employees, diversity will be considered in all employee-related decisions, which respects differences as an asset to the organization. Discrimination and harassment issues will be dealt with promptly, and employee will support the County's diversity programs.

BEHAVORIAL INDICATORS:

- Workforce is diverse, throughout the organization, including new hires and promotions.
- Discrimination and sexual harassment complaints are promptly addressed and corrective action is taken if appropriate.
- County employees are familiar with EEO related policies and procedures, and participate in mandatory training.
- All employees will have equal access to the same type of training during their evaluation period.

HIGH STANDARDS OF EXCELLENCE AND EFFICIENCY/ENSURES HIGH VALUE FOR TAX DOLLARS

High Standards of Excellence and Efficiency/Ensures High Value For Tax Dollars is feeling energized by doing things that result in observable or measurable improvements to the quality of a product or process. Personally seeks out ways to continuously improve processes and increase efficiency or improve the quality of the outcome. This often goes beyond what is required by the task or assignment.

BEHAVORIAL INDICATORS:

- Makes optimum use of resources.
- Works to exceed existing standards for quality of work by doing more than is required in the assignment or task.
- Continuously seeks and finds ways to make things work better and more efficiently.

INTERPERSONAL AWARENESS

Interpersonal Awareness is the ability to notice, interpret, and anticipate others' concerns and feeling, and to communicate this awareness empathetically to others. It also includes the ability to accurately hear and understand the unspoken or partly expressed thoughts, feelings, and concerns of others. Includes sensitivity to others when presenting ideas or implementing changes. Responses (verbal and non verbal) and reactions to others reflects this understanding.

BEHAVORIAL INDICATORS:

- Seeks to be "people-oriented" by focusing on the needs of others.
- Notices and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior. Practices good listening skills.
- Recognizes the strengths and limitations of others and capitalizes on their strengths.
- Demonstrates an understanding of the reasons for others' behavior and values and utilizes individual differences. Finds non-threatening ways to approach others about sensitive issues.

DEVELOPING, EMPOWERING AND SUPPORTING EMPLOYEES

Developing, Empowering and Supporting Employees is evidenced by spending time improving and developing the abilities, skills, behavior, and performance of employees. It means frequently and spontaneously taking time to coach employees, providing honest feedback and assisting with tasks, and, where appropriate, providing career development opportunities to develop their competencies.

BEHAVORIAL INDICATORS:

- Gives employees specific, detailed feedback, both positive and developmental.
- Provides employees with assignments or training to develop their abilities.
- Gives encouragement to motivate employees and recognizes them for their accomplishments (e.g. career development opportunities, public acknowledgment).

EQUAL EMPLOYMENT OPPORTUNITY (EEO)

In support of promoting a diverse workforce that is free from discrimination and values all employees, diversity will be considered in all employee-related decisions, which respects differences as an asset to the organization. Discrimination and harassment issues will be dealt with promptly, and employee will support the County's diversity programs.

BEHAVORIAL INDICATORS:

- Workforce is diverse, throughout the organization, including new hires and promotions.
- Discrimination and sexual harassment complaints are promptly addressed and corrective action is taken if appropriate.
- County employees are familiar with EEO related policies and procedures, and participate in mandatory training.
- All employees will have equal access to the same type of training during their evaluation period.

HIGH STANDARDS OF EXCELLENCE AND EFFICIENCY/ENSURES HIGH VALUE FOR TAX DOLLARS

High Standards of Excellence and Efficiency/Ensures High Value For Tax Dollars is feeling energized by doing things that result in observable or measurable improvements to the quality of a product or process. Personally seeks out ways to continuously improve processes and increase efficiency or improve the quality of the outcome. This often goes beyond what is required by the task or assignment.

BEHAVORIAL INDICATORS:

- Makes optimum use of resources.
- Works to exceed existing standards for quality of work by doing more than is required in the assignment or task.
- Continuously seeks and finds ways to make things work better and more efficiently.

INTERPERSONAL AWARENESS

Interpersonal Awareness is the ability to notice, interpret, and anticipate others' concerns and feeling, and to communicate this awareness empathetically to others. It also includes the ability to accurately hear and understand the unspoken or partly expressed thoughts, feelings, and concerns of others. Includes sensitivity to others when presenting ideas or implementing changes. Responses (verbal and non verbal) and reactions to others reflects this understanding.

BEHAVORIAL INDICATORS:

- Seeks to be "people-oriented" by focusing on the needs of others.
- Notices and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior. Practices good listening skills.
- Recognizes the strengths and limitations of others and capitalizes on their strengths.
- Demonstrates an understanding of the reasons for others' behavior and values and utilizes individual differences. Finds non-threatening ways to approach others about sensitive issues.

ORGANIZATIONAL COMMITMENT

Organizational Commitment is the ability and willingness to align one's own behavior, as well as actions with the needs, priorities, goals, and ethical standards of the County. It involves acting in ways that promote organizational goals and link one's daily work to long-range strategies.

BEHAVORIAL INDICATORS:

- Understands the broad perspective as it relates to his or her job responsibilities.
- Makes choices and sets priorities to meet the County needs, consistent with the mission and ethical standards.
- Makes decisions that benefit the County, even if others do not agree.

ORGANIZATIONAL SYSTEMS AWARENESS

Organizational Systems Awareness is the ability to learn and understand the relationships in and between organization and one's own or in other organizations. It is an understanding of how the ""system"" operates, who the key players are, and how these individuals can help or hinder the attainment of goals.

BEHAVORIAL INDICATORS:

- Recognizes and/or uses the formal structure or hierarchy of an organization, (e.g. "chain of command") to accomplish objectives.
- Knows how to use informal structures or ""behind-the-scenes"" network (e.g. identifies key actors, decision-makers) to get things done.
- Identifies and involves the key individuals who influence a decision or outcome.

PERFORMANCE MANAGEMENT

In support of effective human resource management and the development of employees, subordinates receive timely performance evaluations, which accurately reflect their accomplishments and job-related behaviors, consistent with department and County performance planning and evaluation procedures.

BEHAVORIAL INDICATORS:

- All subordinates receive an on-time performance plan and evaluation.
- Subordinates receive feedback during the performance planning and evaluation process on their performance.
- Department Director and Reviewing Official confirm that department and County performance planning and evaluations procedures have been followed.

PERSONAL ACCOUNTABILITY

Personal Accountability is a belief in one's own capability to accomplish a task as well as the ability to follow through on its accomplishment. It is expressed by responding to increasingly challenging circumstances with confidence in one's abilities and decisions. It includes accepting accountability for one's actions. Personal accountability also includes self-managing behaviors such as good time and resource management, organization and prioritization of tasks, responsiveness, and balancing of multiple work demands.

BEHAVORIAL INDICATORS:

- Approaches new challenges with a confident, "can do" attitude. Is responsive and timely.
- Expresses what s/he thinks is correct even when it conflicts with those in positions of authority. Good use of time and resources.
- Holds self accountable when things go wrong and accepts full responsibility. Manages multiple competing priorities and demands.

PLANNING AND ORGANIZING

Planning and organizing involves setting priorities on a rational basis, and identifying time sequences, causal relationships, or if/then relationships accordingly. Planning also involves the ability to see the ""big picture"" and links short-term planning efforts to the entire County long-range vision.

BEHAVORIAL INDICATORS:

- Sets priorities with a sense of what is most important.
- Analyzes situations logically and applies this knowledge to future plans.
- Plans for the County's future by visualizing the ""big picture"" in terms of the County's long-range vision.

PROBLEM SOLVING

Problem Solving involves seeking information from sources that others may not readily identify and creating consistency out of apparently unrelated and random pieces of information. Problem solving also requires perseverance in the face of obstacles such as lack of financial resources or resistance to an idea or repeating a process to move toward a goal or using different approaches until success is achieved.

BEHAVORIAL INDICATORS:

- Finds unique or unusual sources of information to help solve problems.
- Finds way to condense a large amount of information into a useful form.
- Sees connections or patterns and rapidly identifies key issues in a complex situation.
- Demonstrates commitment by taking persistent action to overcome an obstacle.
- Tries several alternative ways to successfully overcome a difficult obstacle.

SAFE WORK ENVIRONMENT

Managers and supervisors are accountable for how they exercise their authority and responsibility to maintain a safe work environment. A safe work environment involves taking actions to ensure that employees and citizens are relatively free from safety hazards by proactively identifying and addressing safety issues and concerns. This includes risks arising in the physical environment; arrangement of the work site, equipment and work processes; compliance with Maryland Occupational Safety and Health (MOSH) and applicable regulations and procedures; and, taking appropriate steps to avoid or correct violations of safety procedures and regulations.

BEHAVORIAL INDICATORS:

- Following a safety incident (e.g. an accident or incident) investigates the situation, verifies the sequence of events that resulted in the accident or incident; documents the accident or incident; and takes actions to prevent reoccurrence. Works with the Safety and Health Assessment staff in Department of Finance, as necessary.
- Initiates appropriate corrective, training, and/or disciplinary action for instances where subordinates disregard safety procedures.
- Informs employees of applicable safety procedures and expectations. Arranges and/or supports training for employees on safety topics, procedures, etc. Ensures that mandatory training is conducted and/or attended.
- Works collaboratively with employees to maintain a safe work place and is open to feedback from subordinates on safety concerns and suggestions.
- Includes safety as a topic on the agenda of staff meetings and affirms his or her commitment to achieving safety excellence. Recognizes employees who demonstrate safe work practices.
- Tracks the number of safety incidents and violations within the unit and periodically assesses the workplace and work processes for potential hazards.
- Enhances and maintains own knowledge of safety issues applicable to areas of responsibility.

TEAMWORK, COOPERATION AND COLLABORATION

The Teamwork, Cooperation and Collaboration competency is facilitating and maintaining cooperative work relationships with peers, subordinates and managers. It is being part of a team, working together to accomplish group goals and, ultimately, the County mission, as opposed to working separately or competitively.

BEHAVORIAL INDICATORS:

- Participates willingly, supports team decisions, is a "good team player" and does one's share of the work.
- Genuinely values and encourages others' input and expertise, is willing to learn from others (including subordinates and peers).
- Encourages team commitment to County mission and works to support total organizational goals.

TECHNICAL EXPERTISE

Technical Expertise includes the knowledge and application of the County's managerial processes and protocols, such as budgeting, resource allocation, and project planning. It includes holding oneself and others accountable for conducting business in accordance with the County's rules, regulations and ethical standards.

BEHAVORIAL INDICATORS:

- Understands and utilizes the County protocols to accomplish managerial duties.
- Conducts County business in accordance with the County's rules, regulations and ethical standards.
- Encourages others to embrace County rules, regulations and ethical standards by providing guidance.

Continuum of Ratings

Does not Meet Expectations	**Below Expectations**	**Successful**	**Highly Successful**	**Exceptional**
Rarely demonstrates Behaviors consistent with this competency. Performance of this competency frequently results in inadequate or unintended outcomes.	Demonstrates some behaviors consistent with this competency but needs improvement in other job required competencies. Performance of this competency results in inconsistent outcomes.	Usually demonstrates most of the behaviors consistent with this competency. Performance of this competency usually results in positive outcomes. Represents a "typical" employee.	Always demonstrates the behaviors associated with this competency. Performance frequently results in very positive outcomes. Occasionally serves as a coach to others	Consistently goes beyond the behaviors associated with this competency. Performance overwhelmingly results in outstanding outcomes. Routinely serves as a "role model" and contributes to other's success. Is often sought out by others for their skill and abilities.