

Annual performance evaluation process kicks off in March

While supervisors should continuously provide performance feedback to individual staff members, it's that time of the year when managers review the **Guide to Achievement, Understanding, Growth, and Excellence** (G.A.U.G.E.) handbook and begin preparation for the annual employee performance appraisal (evaluation) process. The annual written evaluation is critical for employees to understand documented job expectations going forward and for advancement within the employee pay classification system, which if adopted as proposed in the Fiscal Year 2023 budget, will result in a 2% step increase effective July 1, 2022 (*1% increase if hired between October 1 – March 31 in FY22; no step if hired during final 3 months of FY22*).



The comprehensive performance appraisal system rates each employee on “Core Value Competencies”, “Performance Essential Competencies”, and for performance in a specific skill group, such as Clerical, Maintenance/Trades, Technical, Professional, Supervisory and Management.

The levels of performance achievement are divided into five areas - Ineffective, Somewhat Effective, Effective, Highly Effective, and Exceptional. A typical employee would score at different levels in each competency.

The lower levels would indicate a need to improve, and the format gives clear examples of the type of performance required to achieve the higher level. Employees scoring less than a 3.0 overall will receive a Performance Improvement Plan and regular follow up by the supervisor. If sufficient improvement is not made within the required time frame, the employee is subject to termination.

The GAUGE handbook and forms are on the County’s intranet on the V: drive, in the *CountyInfo* folder, in *Forms* file under *GAUGEevalform.xls*. The forms are available as in Word, Excel, & PDF formats.

Department Heads should submit completed G.A.U.G.E. forms to the Personnel Office by May 31, 2022. Performance appraisals for employees hired between January 1 – March 31, 2022 may be submitted on or before June 15.

For more information, call the Personnel (Human Resources) Office at 744-2310.

(posted 03/10/22)

CUSTOMER SERVICE: Treatment of persons who are recipients of the product/service provided

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|---|--|--|---|
| a. Ignores customers when approached | a. Occasionally fails to acknowledge customers | a. Immediately acknowledges all customers in a manner appropriate to the business situation | a. Evaluates the customer's demeanor and acknowledges accordingly | a. Greet each customer in a way that elicits genuine good will |
| b. Completely disregards needs of either internal or external customers | b. Focuses on either internal or external customers to the exclusion of the other group | b. Can explain the importance of both internal and external customers and acts accordingly | b. Treats both internal and external customers as highly valued and as if the organization exists to serve them alone | b. Regularly commended by internal and external customers for exceptional service provided alone |
| c. Consistently makes disparaging remarks about diverse characteristics of customers and/or provides persons with those characteristics with inferior service | c. Occasionally offends customers because of one or more diverse characteristics | c. Works comfortably with all customers | c. Uses knowledge of customers' diverse characteristics to add value to the interaction | c. Develops and implements work methods which complement diverse characteristics of customers |
| d. Frequently discourteous and fails to fully meet customer needs | d. Occasionally discourteous and/or plays "favorites" with customers | d. Provides courteous treatment and appropriate levels of service to all customers | d. Anticipates customer needs and provides appropriate service level | d. Develops and implements work processes/approaches that contribute to fulfilling customer service needs at a high level |
| e. Is completely unempathetic in telling customers that help will not be provided | e. Apologizes to customer for being unable to help then continues with other work | e. Assists customers in identifying alternatives to meet needs when employee's role is not sufficient to do so | e. Knows areas where work unit receives requests which cannot be accommodated and makes specific referrals to other persons/businesses where needs will be met | e. Collects information and develops resources to address situations in which customer needs are not met and which assist customers in "bridging the gap" |
| f. Guesses at answers to the customers' questions and/or provides misinformation | f. Occasionally leaves customers uninformed about procedures or work status | f. Provides customers with full information regarding individual requests including process, timing and current status | f. Follows up with customer to ensure all needs are addressed | f. Regularly surveys customers to determine how to develop or modify systems and procedures to better meet needs; acts on findings |
| g. Does not appear to know/care about customer service strategy of assigned work unit | g. Knows customer service strategy but sometimes fails to provide service which is consistent with the strategy | g. Exhibits a firm understanding of the customer service strategy of assigned work unit and department | g. Develops business systems and procedures which emphasize and support the work unit/department customer service strategy | g. Looks for every opportunity to emphasize, refine and "bring to life" the customer service work ethic of the work unit/department/County |
| h. Physical environment not fit for customer interactions | h. Customers often find physical environment lacking | h. Maintains the physical environment in support of customer needs and expectations; only occasional improvement is needed | h. Always maintains the physical environment in support of customer needs and expectations | h. Continually evaluates and improves physical environment in anticipation of customer needs and expectations |

CORE VALUE COMPETENCIES *GUIDE to ACHIEVEMENT, UNDERSTANDING, GROWTH & EXCELLENCE®* **KENT COUNTY LEVY COURT**

| <i>ETHICS AND INTEGRITY: Comply with formal and informal standards of conduct fitting equitable, legal and principled thought</i> | | | | |
|--|--|--|--|---|
| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
| a. Does not adhere to any obvious ethical standards | a. Has been known to compromise principles for business purposes | a. Generally practices what he/she preaches; demonstrates a high regard for truth and accuracy | a. Rarely is found in a situation where principles could be compromised | a. Unimpeachable |
| b. Develops relationships and /or exhibits behaviors about which there are serious ethical concerns | b. Is involved in activities which may be questionable | b. Does not promote or participate in behaviors which may be construed as a conflict of interest | b. Is careful to avoid associations which could be construed as inappropriate | b. Works actively to remove all barriers to objectivity in work activities |
| c. Considers primarily self in making decisions and preparing action plans | c. Knows mission/vision/values but does not consistently consider those in decision making | c. Considers the organization's mission/vision/values in making decisions and taking action | c. Ensures that the operations and activities of assigned work unit always complement County mission/vision/values | c. Sees personal role in public service as critical even during "off hours" and upholds County mission, vision, & values at all times in all places |
| d. Participates in or allows continuation of unethical behavior | d. Sometimes chooses to take no action when ethical issues are at stake | d. Takes appropriate action when ethical issues are at stake | d. Examines all assigned activities and operations for compliance with ethical standards | d. Establishes methods of instructing County employees about ethics and how to identify and resolve such issues |

| JOB KNOWLEDGE AND SKILLS: What one must know and be able to do in order to successfully perform the work | | | | |
|---|---|--|--|---|
| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
| a. Is lacking skill or knowledge in one or more major functional areas of the job | a. Possesses skills and knowledge to perform job relatively well but is lacking in minor area(s) | a. Possesses sufficient skill and knowledge to perform all parts of the job effectively, efficiently, safely and independently | a. Is skilled enough to easily conduct on-the-job training of others | a. Knowledge and skills are enough to qualify for a position several levels higher |
| b. Refuses to or is incapable of learning all of the job fundamentals | b. Knows many, but not all of the techniques, processes, procedures, equipment and materials required for the job | b. Knows the techniques, processes, procedures, equipment and materials required for the job | b. Is highly skilled in all techniques, processes, procedures, equipment & materials required for the job | b. Understands the techniques, processes, procedures, equipment & materials required for multiple jobs within the work unit and can perform the jobs of others when called upon |
| c. Does not demonstrate an understanding of the importance of a historical perspective | c. Has some difficulty linking historical perspective to current problems | c. Understands when historical perspectives are relevant to current problems | c. Can apply historical perspectives to improve work products and/or to avoid past failures | c. Can maximize success by explaining and applying the full history of the problem and how it impacts the assigned functional area and the organization as a whole |
| d. Resistant to help others resolve technical issues | d. Acts as an information broker, maximizing self-worth at the expense of complete understanding by others | d. Provides assistance, consultation and direction on technical issues | d. Readily provides technical support for all related work efforts that clarifies direction and ensures a fully enlightened approach | d. Prepares job aids and manuals which provide important work-related information for others |
| e. Shows no concern for learning new skills or keeping up with technological advances | e. Is interested in staying up-to-date but struggles with material or is only slightly interested | e. Makes active efforts to stay up-to-date in areas of expertise and emerging technologies | e. Work is characterized by active learning, high level questioning and research | e. Regularly participates with user groups and professional associations; pursues opportunities to publicize material and present workshops at conferences |

CORE VALUE COMPETENCIES *GUIDE to ACHIEVEMENT, UNDERSTANDING, GROWTH & EXCELLENCE®* **KENT COUNTY LEVY COURT**

| <i>PROFESSIONALISM: A standard of behavior that projects a positive image of the KENT COUNTY LEVY COURT</i> | | | | |
|--|--|---|---|---|
| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
| a. Frequently engages in behaviors that are a discredit to the organization | a. Occasionally sets a poor example as a County employee | a. Serves as an effective representative of the organization | a. Serves as an organizational supporter | a. Serves as an organizational champion |
| b. Places personal preferences before the needs of the organization | b. Regularly lets personal preferences interfere with business decisions | b. Acknowledges personal preferences can not always be considered | b. Puts personal preferences aside and remains objective | b. No indication personal preferences exist |
| c. Develops business relationships detrimental to the organization or fails to develop any business relationships | c. Does not pursue relationships which support the County's business | c. Develops relationships consistent with County business needs | c. Recognizes and develops relationships that benefit County business | c. Forges relationships that place the County as a forerunner in municipal government |
| d. Engages in behaviors that destroy the County image | d. Engages in behaviors that are sometimes inconsistent with County values | d. Engages in behaviors consistent with County values | d. Engages in behaviors that advocate County values | d. Engages in behaviors that epitomize local government at its best |

CORE VALUE COMPETENCIES *GUIDE to ACHIEVEMENT, UNDERSTANDING, GROWTH & EXCELLENCE®* **KENT COUNTY LEVY COURT**

| <i>SELF-MANAGEMENT: Behaviors which impact work and over which an employee has independent control</i> | | | | |
|--|---|---|---|--|
| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
| a. Does not acknowledge mission, vision and values or dismisses them as unimportant | a. Does not always think about work assigned in the context of County mission, vision and/or values | a. Behaviors are consistent with the mission, vision and values of the Kent County Levy Court, assigned department and work unit | a. Behaviors serve to reinforce and educate others about Irving's mission, vision and values | a. Brings life to the County's mission, vision and values; finds every opportunity to link them to work |
| b. Frequently voices dissatisfaction with work and organization | b. Sometimes appears to be disinterested or apathetic | b. Displays enthusiasm toward the work to be done, customers, the people he/she works with, senior management and department policies | b. Eager to meet the challenges presented by work assignments and people | b. Devoted to work, places a positive spin on every difficulty |
| c. Generally appears unhappy and often irritable with regard to work issues | c. Has random, limited periods of negativity | c. Maintains a personal demeanor which is positive and upbeat | c. Continually makes the effort to provide a positive influence for others | c. Perpetuates a positive energy and charisma regarding every aspect of work life |
| d. Uses humor which is inappropriate or intended to degrade or embarrass others | d. May use questionable or occasionally inappropriate humor | d. Humor, if demonstrated, is positive and constructive | d. Uses humor as an effective work tool | d. Is adept at using humor to illustrate, inspire and relieve tension |
| e. Is often disrespectful to others; has developed a pattern of treating people differently based on their differences | e. Occasionally offends/demeans others; has had some difficulty working within a diverse workforce | e. Treats all people with dignity and respect; deals effectively with a culturally diverse workforce | e. Never offends others; is comfortable in and welcomes a diverse work environment | e. Leaves others feeling good about who they are; is particularly adept at incorporating the strengths of a diverse workforce to produce exceptional work products |
| f. Continually refuses to provide back-up to other co-workers | f. When asked, sometimes does not provide necessary assistance to co-workers | f. Provides support and back up to co-workers as appropriate | f. Volunteers assistance to co-workers on difficult or lengthy assignments; always available when necessary | f. Continually takes on an excessive amount of work to relieve co-workers; does more than his/her "fair share" |
| g. Regularly arrives late for scheduled meetings and appointments | g. Occasionally arrives late for meetings and appointments | g. Arrives for meetings at the scheduled time | g. Usually arrives well in advance of scheduled time for meetings | g. Always arrives ahead of schedule and completely prepared |
| h. Often interrupts meetings or asks others to do so | h. Sometimes interrupts meetings for less than emergency reasons or asks others to do so | h. Does not interrupt meetings/appointments or cause others to do so unless emergency conditions exist | h. Communicates to others that interruptions are not tolerated | h. Takes active measures to ensure that meetings are not interrupted |

COMMUNICATION: The exchange of information and ideas

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|--|--|--|--|
| a. Does not share or discuss information | a. Information presented may be somewhat incoherent | a. Presents information and ideas in an easily understood manner in formal and informal situations | a. Presents information and ideas in a manner which anticipates potential questions and issues | a. Is persuasive and compelling in the presentation of all ideas in every setting |
| b. Conveys thoughts in a random, distorted or repetitious manner | b. Has difficulty expressing thoughts | b. Conveys thoughts clearly and concisely | b. Conveys thoughts with the needs and expectations of the audience in mind | b. Uses illustrations, analogies and demonstrations to convey thoughts |
| c. Fails to listen and share feedback | c. Is occasionally inattentive and may not ask appropriate questions | c. Listens actively and attentively and asks appropriate questions | c. Listens with demonstrated understanding and thoroughly explores the topic | c. Exhibits mannerisms of a captive audience and is completely attuned to the topic |
| d. Blocks communication and fails to keep supervisors and others informed | d. May fail to share important information with or passes on trivia to supervisor or co-workers | d. Keeps supervisor and co-workers informed | d. Consistently fulfills all knowledge requirements of supervisors and co-workers | d. Enlightens supervisors and co-workers using superior techniques and up-to-date technology |
| e. Uses poor grammar and/or vocabulary in writing | e. Written communications are unclear, lack organization and contain grammatical and spelling errors | e. Communicates well in writing | e. Written communications are error free with a positive tone | e. Displays versatility and insight in written communications |
| f. Regularly uses poor, inappropriate or negative language | f. Occasionally uses inappropriate terminology or negative language | f. Uses appropriate terminology and positive language | f. Consistently uses positive language and is able to explain difficult terminology | f. Uses terminology and language that enables everyone to understand even the most elaborate ideas and complex information |

DEVELOPMENT OF SELF: Participates in developmental activities to improve work skills and knowledge bases

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|--|---|---|---|
| a. Fails to attend and/or complains about training | a. Attends training if scheduled by supervisor | a. Attends required training | a. Completes all required training and requests to attend elective training | a. Attends a wide variety of internal and external training and actively supports the organization's training initiatives |
| b. Allows existing skills to deteriorate | b. Maintains but does not seek new/improved skills | b. Seeks to improve skills | b. Seeks new skills and expands knowledge | b. Continuously builds skill and knowledge bases and encourages others to do so |
| c. Finds reasons not to attempt to perform the job better | c. Will take suggestions on ways to perform the job better | c. Looks for ways to perform the job better | c. Identifies and implements ways to perform the job better | c. Develops and teaches ways to perform the job better |
| d. Continually fails to complete or maintain licensing/certification requirements | | d. Maintains job-related certifications or licenses | d. Seeks job-related certifications or licenses beyond minimum requirements | d. Initiates efforts to obtain high-level job-related certifications and share expanded knowledge |

INITIATIVE: Manner of performing work characterized by individual motivation, self-confidence and little need for detailed instruction

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|---|---|--|--|
| a. Fails to let supervisor know when assignments are completed | a. Sometimes asks for new assignments upon completion of old ones | a. Seeks new assignments upon completion of old ones | a. Requests lists of assignments from supervisor in case all other assignments are completed | a. Defines new assignments based on personal observations and works with supervisor to modify them if necessary |
| b. Requires frequent reminders of how to complete an assignment | b. Able to work independently without specific instructions for many, but not all assigned responsibilities | b. Able to work independently without specific instructions within the scope of assigned responsibilities | b. Often able to work outside scope of assigned responsibilities with few instructions | b. Works independently and expertly outside scope of assigned responsibilities without instructions |
| c. Easily distracted, must be continually encouraged to stay on-task | c. Occasionally must be encouraged to return to tasks | c. Stays on-task with no encouragement | c. Stays on-task in spite of frequent distractions | c. Works tirelessly and attentively until task is completed |
| d. Refuses to consider suggestions for improved work processes, vigorously resists change or spends work time searching for ways to undermine positive change | d. Understands importance of work flow, but rarely suggests improvements | d. Develops approaches to work and other suggestions which improve work flow and optimize results | d. Develops and implements own approaches which optimize work results | d. Continually provides new approaches which improve work flow and optimize results that other employees prefer to use |

INTERPERSONAL SKILLS: Manner in which one relates to others

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|--|--|---|--|
| a. Fails to build or works to destroy existing relationships; is often unpleasant | a. May have some dysfunctional business relationships or few constructive relationships | a. Builds constructive and pleasant relationships | a. Networks to forge alliances that benefit the County | a. Cultivates many beneficial business relationships that flourish regardless of the political climate |
| b. Feels uncomfortable with people inside and outside the immediate work area | b. Is uncomfortable with higher level employees or those outside of the work unit/department | b. Is at ease with people at all levels in the organization | b. Seeks opportunities to work with persons at other levels, both above and below incumbent | b. Places everyone in the organization at ease in all business settings |
| c. Does not show appreciation for others or may show signs of disrespect to others | c. Sometimes treats people as if they are unimportant | c. Shows appreciation for employee contributions | c. Behaves as if he/she truly values and respects people | c. All actions reflect a genuine esteem for people and their talents |
| d. Can be prone to violence or negative moods when angry, frustrated or disappointed; allows bad feelings to disrupt workflow | d. Allows bad feelings to linger and possibly impede ability to focus on work | d. Deals with anger, frustration and disappointment in a mature manner | d. Finds positive outlet for working through anger, frustration and disappointment | d. Never displays visible anger, frustration and disappointment; always in control of him/herself in a situation |

QUALITY OF WORK: Products and services are accurate, timely, thorough and neat in appearance

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|--|---|--|---|
| a. Does not review methods or check work products at completion | a. Inconsistent in review of methods or completed work products | a. Carefully reviews work methods and completed products | a. Incorporates the ideas of others in refining work products | a. Continually uses multiple reviews and outside sources to maximize effectiveness of work products and methods |
| b. Takes an excessive amount of time to complete work | b. Sometimes takes longer than is reasonable to complete work | b. Completes work in a timely manner | b. Frequently completes work in less time than expected | b. Always completes work in less time than expected |
| c. Deadlines are ignored | c. Occasionally misses deadlines | c. Meets scheduled deadlines | c. Occasionally completes work prior to deadlines | c. Always completes work prior to scheduled deadlines |
| d. Work product is frequently sloppy, incomplete and/or full of errors | d. Work product often lacks neatness, contains errors or omits vital information | d. Work product seldom contains errors, omits information or lacks neatness | d. Work product is error-free, contains vital information, and is neat in appearance | d. Work product is flawless, with superior information and the ideal appearance |
| e. Work product continually requires revisions | e. Work product frequently requires revisions | e. Work product occasionally requires revisions | e. Work revisions are based on supervisor's preferences, but are not required | e. Work revisions never suggested |
| f. Chooses not to correct obvious mistakes, does not recognize poor quality, takes no pride in work | f. May not recognize poor quality or sacrifices quality for speed | f. Takes appropriate and timely action when quality falls below acceptable levels | f. Does not allow quality to fall below acceptable levels | f. Quality consistently exceeds acceptable levels |
| g. No effort toward improving work products | g. Supports work product improvement efforts | g. Requests suggestions for improvement of work products | g. Looks for and makes continuous improvements to work product | g. Uses creativity and innovation to advocate and make improvements to work product |

TEAMWORK: Cooperative work efforts

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|--|---|---|--|--|
| a. Refuses or is unable to work with others | a. Cooperates with others as long as it will benefit him/herself | a. Cooperates with others to ensure the success of the organization and fulfill common goals | a. Actively encourages others to engage in activities to ensure organizational success and the fulfillment of organizational goals | a. Builds highly successful teams to ensure organizational success and which clearly help fulfill organizational goals |
| b. Fails to understand either the mission of the work unit or the importance of the work unit to the organization | b. Sometimes confused about the mission of the work unit or its importance to the organization | b. Appreciates the mission of each individual work unit and the importance of the tie between them to make the entire operation whole | b. Can explain the mission of each individual work unit and how together they make the organization whole | b. Values and supports the missions of all work units and strives to strengthen the ties to improve the organization |
| c. Keeps ideas private or shares ideas only upon direct order or consistently fails to share important information | c. Shares ideas with others on occasion or sometimes hides information which may be important to others | c. Freely and intentionally shares ideas with others | c. Engages in active and frequent exchange of ideas with others recognizing the value of collaboration | c. Develops databases into which ideas from all are entered and available to anyone |
| d. Knows of no one with expertise greater than own and/or refuses to learn from others | d. Considers own knowledge the most reliable, but may listen to others | d. Values others' expertise and is willing to learn from them | d. Requests and integrates into work information from subject matter experts | d. Continually organizes teams of experts to address special or difficult situations |
| e. Frequently incites and perpetuates conflict or avoids it altogether; does not attempt to resolve conflict | e. Increases or avoids conflict in some situations and may be reluctant to resolve it | e. Addresses conflict and facilitates a beneficial resolution | e. Converts conflict into constructive discussions | e. Coaches work group in conflict resolution techniques to avoid most conflict |

ACCOUNTABILITY: Accepting personal responsibility for the services or products provided and the results

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|---|--|--|---|
| a. Frequently uses statements like "That is not my job!" or "Nobody told me to do that" | a. Occasionally asserts that work is beyond his/her control | a. Accepts personal responsibility for work, whether completed or not | a. Accepts personal responsibility for his/her work and encourages others to do the same | a. Sets an example by accepting personal responsibility regardless of circumstances and demands accountability from others; has courage to stand by convictions |
| b. Reflects a belief that results achieved are random and independent of effort | b. Occasionally demonstrates doubt that results should be attributed to his/her work effort | b. Reflects a belief that the results achieved are a direct result of personal decisions and actions | b. Acts on the belief that his/her decisions and actions impact results | b. Always performs as though his/her actions can make or break the organization |
| c. Continually blames others for inability to get work done | c. Sometimes provides weak excuses for poor work products | c. Occasionally offers acceptable reasons for poor work | c. Rarely attempts to justify mistakes | c. Does not offer or accept excuses for failures |

ACHIEVEMENT ORIENTATION: Plans for success in all aspects of work

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|--|--|--|---|
| a. Belittles or fails to acknowledge established goals | a. Willing to set reasonable goals, but often fails to achieve them | a. Sets and meets reasonable goals | a. Sets and meets challenging goals | a. Initiates high level individual and organizational goals and provides personal support to ensure his/her success |
| b. Fails to collect or provide information for goal measurement | b. Has difficulty tracking or measuring goals | b. Measures goal attainment regularly | b. Tracks and reports goal status frequently | b. Provides continuous updates of goals' status to all involved parties |
| c. Complains about/refuses to do more work than is minimally necessary | c. Must be told when extra time and effort is required | c. Willingly puts in extra time and effort | c. Keeps self and others moving forward at a rapid pace, often working beyond extra time and effort requirements | c. Manifests a sense of urgency regarding all work objectives through continual availability to perform additional work with little notice and/or support |
| d. Unable to recognize what distinguishes excellent from poor levels of performance | d. Recognizes what excellence should/could be but usually falls short | d. Understands and sometimes achieves established measures of excellence | d. Creates and meets own measures of excellence which exceed established measures | d. Meets all established measures of excellence |
| e. Does not make performance changes as directed | e. Will change level of performance only under close supervision and with specific direction | e. Makes specific changes to improve performance | e. Analyzes situation, determines necessary changes and makes them without any direction | e. Regularly reviews/solicits input on performance and makes ongoing adjustments to improve individual and organizational performance |

ADAPTABILITY/FLEXIBILITY: The ability to accommodate new or changing conditions

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|--|---|--|--|
| a. Able to focus on only one task at a time | a. Easily distracted from work assignments/activities | a. Handles a variety of work assignments/activities with few difficulties | a. Handles a variety of assignments and activities concurrently | a. Easily juggles a large number of assignments and activities |
| b. Avoids or attempts to undermine changes | b. Complains about necessary changes | b. Accepts reasons for change | b. Understands and responds to reasons for change | b. Encourages and instructs others about the benefits of change |
| c. Refuses to adopt changes | c. Makes only those changes with which they agree | c. Adapts to changing circumstances, policies and attitudes of others | c. Adapts to changes and develops job aids to assist others | c. Welcomes change and looks for the new opportunities it provides |
| d. Considers only own opinion when seeking solution | d. Occasionally listens to others but supports own solutions | d. Listens to others and seeks solutions acceptable to all | d. Ensures that everyone's thoughts and opinions are considered in reaching a solution | d. Actively seeks input in addition to recognized sources and facilitates implementation of solution |

DECISION MAKING/ JUDGEMENT: Choosing an appropriate course of action

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|---|---|---|--|
| a. Makes decisions without gathering information | a. Gathers only some information before considering factors | a. Gathers information to ensure all factors are considered | a. Uses a variety of analytical methods to evaluate information gathered | a. Develops processes that can be used to systematically analyze any set of information |
| b. Frequently makes poor choices and/or does not review available information | b. Has difficulty selecting appropriate choice and/or fails to review information carefully | b. Able to select appropriate choice after carefully reviewing applicable information | b. Prepares matrix which outlines possible choices | b. Thoroughly reviews options and develops scenarios and simulations to test options prior to making choice |
| c. Decisions continually lack forethought and may cause harm | c. Decisions are deficient and fail to meet all needs | c. Decisions are sound, acceptable and are based on common sense | c. Decisions are astute and address current and future needs | c. Decisions are impeccable and consistently exceed organizational expectations |
| d. Consistently fails to gather any input from others prior to implementing decisions | d. Gathers little additional input prior to implementing decisions | d. Solicits feedback and input from work unit before implementing decisions | d. Solicits feedback and input across organization regarding decisions and their impact | d. Solicits input from subject matter experts outside of the organization |
| e. Does not make necessary decisions | e. Procrastinates | e. Acts promptly when appropriate | e. Expedites decision making while considering work unit needs | e. Continually looks ahead and selects best timing for decisions given organizational needs |
| f. Makes decision considering impact only on self | f. Sometimes makes decisions without considering impact | f. Considers impact of decisions | f. Implements decisions so as to have minimum negative impact on the organization | f. Implements decision making after extensive communication and personal efforts to mitigate negative impact |
| g. Does not share information regarding decisions with supervisor | g. Occasionally fails to tell supervisor about important decisions | g. Keeps supervisor informed of decisions | g. Details decisions made in status report to supervisor | g. Lets supervisor know of all decisions prior to implementation |

DEVELOPMENT OF OTHERS: Evaluating and providing opportunities for growth of knowledge and skill levels

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|---|---|--|---|
| a. Standards of performance and expectations are unclear and/or nonexistent | a. May develop inappropriate standards or communicate standards ineffectively | a. Defines and communicates standards of performance and expectations | a. Meets frequently to review defined performance standards and expectations | a. Daily communication reflects continuous attention to performance standards and expectations |
| b. Ignores developmental needs and fails to reinforce strengths | b. Occasionally addresses developmental needs and may comment on strengths | b. Recognizes and communicates performance strengths and developmental needs of employees | b. Reinforces performance strengths and prepares developmental plan with employee | b. Takes every opportunity to further build performance strengths and improve developmental areas |
| c. Belittles, misguides or allows employees to flounder | c. Occasionally provides encouragement and guidance | c. Coaches and guides employees | c. Provides frequent positive suggestions | c. Actively provides an environment of total support and encouragement where the employee solicits constructive criticism |
| d. Neglects to consider using assignments to challenge or develop | d. Any challenging assignments are characterized by very close or very little supervision or assignments offer little challenge | d. Provides challenging assignments and opportunities for development | d. Increases responsibilities within assignments | d. Assigns work to challenge employee and address developmental needs simultaneously |
| e. Totally unaware of employee's career plans | e. Rarely discusses employee's career development and/or will not allow employee time off to pursue related activities | e. Encourages employee career development and demonstrates support of related activities | e. Assists in developing employee's career plans and finding applicable activities | e. Inspires employee to pursue career developmental goals not previously considered |

FISCAL RESPONSIBILITY: The level of control one maintains over County resources

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|--|--|---|--|
| a. Ignorant about the County's budgetary process | a. Occasionally appears misinformed about budget process | a. Demonstrates an understanding of the County's budgetary process | a. Always follows budgetary process and tracks information in a manner which facilitates urgent changes | a. Knows and applies budget process accurately and without questions or delays |
| b. Fails to record and track expenditures | b. Inaccurately records and/or fails to keep up with expenditures | b. Monitors expenditures on a regular basis | b. Tracks expenditures, forecasts projections and maintains an on-target budget | b. Participates in multi-year forecasting to ensure logical and appropriate requests over time |
| c. Consistently inflates or underestimates budgetary needs | c. Sometimes ignores organizational constraints and/or fails to accurately target budget projections | c. Controls operating costs by effectively using staff and/or resources | c. Demonstrates creativity and willingness in stretching resources and ensures that operating costs are never compromised | c. Maximizes use of staff and resources such that money is given back at end of budget period or more is accomplished with available money |
| d. Staff is uninformed about budgetary matters | d. Fails to fully explain budgetary priorities to staff | d. Recognizes organizational constraints and develops realistic budget and projections | d. Always works within organizational constraints to develop a thorough budget with consistently accurate projections | d. Recognizes organizational constraints and develops a budget that prioritizes and ranks items for ease in aligning department objectives with County goals |
| e. Frequently spends more than budgeted or is inflexible in spending and reallocating resources | Struggles to control operating costs and sometimes demands that work unit priorities be placed ahead of organizational priorities in allocating scarce resources | e. Communicates budgetary priorities to staff | e. Involves staff in all budget matters such that each staff member can make informed decisions about operations and activities | e. Solicits ideas from all staff in order to maximize efficiency |

IMPACT/INFLUENCE: How one affects the activities and operations of the County

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|---|--|---|--|
| a. Ideas and opinions are generally unimportant to co-workers | a. Ideas and opinions on a few subjects are sought out by others | a. Ideas and opinions are sought by others in the organization | a. Ideas and opinions are sought by individuals outside the organization | a. Has had ideas and opinions published |
| b. Is unable to persuade others to listen to his/her point of view | b. Can occasionally persuade others to accept his/her point of view | b. Can usually persuade others to accept his/her point of view | b. Presents ideas and opinions in a manner which leaves few if any other reasonable choices | b. Acceptability of his/her point of view is unquestioned |
| c. Has no idea how to present ideas to others to increase probability of acceptance | c. Presents ideas and proposals ineffectively | c. Is adept at planning and staffing ideas and proposals to increase probability of acceptance | c. Maximizes acceptance of ideas and proposals through careful planning and solid staffing | c. Acceptance of ideas and proposals is supported throughout the organization due to high credibility and confidence in work |
| d. No one is interested in helping him/her succeed | d. A small circle of friends support efforts to succeed | d. Develops a wide network of individuals who agree that success is imminent | d. Develops a wide network of individuals actively helping him/her succeed | d. Viewed by individuals at very high levels in the organization as a success |

INNOVATION: Orientation toward new or unexplored work methods, materials or equipment

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|--|--|---|--|--|
| a. Content to leave work processes as they are | a. Applies industry trends if recommended by supervisor | a. Recognizes and applies progressive industry trends | a. Researches trends to discover and implement progressive work approaches | a. Develops progressive industry trends |
| b. Avoids or fails to recognize risks in all aspects of work | b. Knows risks associated with most actions, rarely takes them | b. Evaluates possible risks and engages in conservative risk-taking | b. Fully understands risk and maximizes performance through occasional use | b. Takes calculated risks to reach challenging goals or improve performance |
| c. Uses County resources as they have always been used | c. Attempts to be conservative in use of County resources | c. Looks for better ways to use County resources | c. Conserves County resources while providing high quality services | c. Aggressively evaluates the use of and creatively, yet effectively, allocates County resources |

SKILL GROUP COMPETENCIES

KENT COUNTY LEVY COURT GAUGE®

| MANAGEMENT AND SUPERVISION: Guidance and direction to facilitate accomplishment of organizational work through employees | | | | |
|---|--|--|--|--|
| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
| a. Does not communicate expectations | a. Communicates some expectations, but not others | a. Communicates clear expectations | a. Ensures employees are never confused about what is expected | a. Communicates clear expectations and provides continual direction about how to fulfill them |
| b. Makes all decisions him/herself | b. Is uncomfortable about delegating tasks, especially important ones | b. Clearly delegates routine tasks and decisions | b. Comfortably delegates important and sensitive tasks and decisions | b. Enjoys delegating most important tasks and decisions to watch employees grow |
| c. Selects weak subordinates who are unlikely to have the ability to eventually replace him/her | c. Hires adequate subordinates | c. Hires the best people available and is not afraid to select strong subordinates | c. Hires the best people available and trains them to step up during brief absences | c. Grooms subordinates to eventually replace him/her |
| d. Unable to distinguish what motivates a subordinate | d. Understands what motivation is and occasionally knows what motivates an individual | d. Understands how individual motivations differ | d. Routinely explores motivations of employees | d. Knows what motivates each employee and applies it to benefit the organization |
| e. Employees rarely coached or disciplined concerning mistakes or missed deadlines | e. Holds some employees accountable or is lax in taking corrective action when necessary | e. Holds employees accountable and takes corrective action when necessary | e. Reinforces consequences of positive and negative employee actions | e. Allows total independence and permits the employee to take full credit and responsibility regardless of the outcome |
| f. Employees who work hard and produce outstanding results are treated in the same manner as those who don't | f. Sometimes lets effort, hard work or results go unnoticed | f. Provides recognition for effort, hard work and results | f. Rewards effort, hard work and results | f. Employees' effort and hard work result in incredible returns, including opportunity for growth and progression |
| g. Feedback to employees is virtually nonexistent | g. Feedback is provided sporadically, in an abrupt or untimely way | g. Provides constructive feedback to employees | g. Takes every opportunity to provide valuable and timely feedback to employees | g. Provides exceptional feedback – leaves no questions in the employee's mind |
| h. Provides no direction for the work group | h. Sometimes fails to provide a clear sense of direction for the work group | h. Provides a clear sense of direction for the work group | h. Conducts regular staff meetings to update work group direction and status | h. Work group always knows exactly what its direction and progress is |
| i. Employees see no relation of their work to that of the department or County | i. Helps employees understand their role in the department | i. Helps employees understand their role in the organization | i. Helps the employee understand organizational operations and the significance of their contributions | i. Arranges opportunities and experiences so that employees can broaden their knowledge of the County |
| j. Discourages employees from voicing problems and concerns | j. Sometimes gives the impression of being unapproachable with problems/concerns | j. Approachable with problems and concerns; makes appropriate referrals | j. Encourages employees to come forward with any problems and concerns | j. Is watchful for employees who appear to be having problems or concerns and proactively encourages them to seek help |
| k. Provides staff with few resources or authority to accomplish goals | k. Gives staff some resources and authority to accomplish goals | k. Gives staff adequate resources and authority to accomplish goals | k. Communicates regularly with staff to determine additional resources and authority required to maximize goal achievement | k. Staff never lacks resources or authority to accomplish goals |

| ORGANIZATIONAL/INDUSTRY KNOWLEDGE: Understanding the role of municipal government and the particulars of assigned functional area | | | | |
|--|--|--|--|--|
| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
| a. Does not know or appear to care about the role of municipal government | a. Knows role of municipal government primarily in functional area, but not overall | a. Recognizes the role of local government in the community and behaves accordingly | a. Plans and participates in work initiatives which have high public value | a. Understands the purpose of all public councils and boards and ensures that functional initiatives are complementary or supportive of each |
| b. Work results are negatively impacted because employee lacks an understanding of the organizational culture | b. Understanding of culture may or may not be accurate, but work is often counter to it | b. Understands the organizational culture and performs work in a complementary fashion | b. Knows the organizational culture and uses it skillfully to advance functional initiatives | b. Uses knowledge of organizational culture to inspire positive change at department and organization-wide levels |
| c. Does not fully understand the structure or services of the organization or department | c. Knows own functional area well, but is unsure about the structure and services from other departments/divisions | c. Can accurately explain the organization's structure and major products/services | c. Can explain in detail the organizational structure and most products and services | c. Knows all functions, products and services and can refer anyone to the appropriate work unit for assistance |
| d. Constantly using inappropriate channels to accomplish work | d. Has been known to not follow the chain of command | d. Generally uses appropriate channels to accomplish work | d. Gets work done through formal channels and informal networks | d. Educates and reinforces business needs of function such that others consistently adhere to functional objectives while accomplishing their work |
| e. Does not try to understand policies, practices or procedures or why they are important | e. Knows and understands many, but not all, of the departmental policies, practices and procedures | e. Knows and understands County policies that affect the department | e. Understands and can explain the origins and reasoning behind policies, practices and procedures | e. Consistently seeks advice regarding policies, practices and procedures and works to further the County's objectives in that regard |
| f. Works against and refuses to accept political realities or aligns him/herself with a political figure | f. Has been known to involve himself/herself in politics in an inappropriate fashion | f. Understands, accepts and communicates political realities and implications | f. Works to further the business objectives of the County within the existing political context | f. Builds business initiatives which are compelling enough to positively influence and change political implications |

| <i>PLANNING/ORGANIZING: A forward focus, resulting in scheduling work, setting goals, anticipating and preparing for future assignments and establishing priorities</i> | | | | |
|--|---|--|---|--|
| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
| a. Jumps into work with little regard for priorities or schedules | a. Is able to develop a simple schedule of activities with some priorities determined | a. Determines priorities, schedules activities, and initiates appropriate course of action | a. Schedules and priorities are completed several weeks in advance of initiating appropriate course of action | a. Keeps a detailed diary on all projects, and schedules and priorities are updated daily |
| b. Allows problems to come up unexpectedly with no contingency plans to address them | b. Sometimes fails to anticipate problems or develop contingency plans | b. Anticipates problems in reaching desired results and develops contingency plans | b. Develops extensive contingency plans automatically for all projects | b. Forecasts proposed project impact on work unit, departmental and County activities and ensures all negative impacts are addressed |
| c. Individual plans are independent of department and County objectives | c. Although there is a relationship between individual plans and department and County objectives, they are not closely aligned | c. Generally aligns individual plans with department and County objectives | c. Carefully analyzes department and County objectives to ensure individual plans complement and further them | c. Continually compares individual plans against department and County objectives to seek productivity improvements |
| d. Has no short or long range performance plans | d. Develops short range, but not long range performance plans | d. Develops and balances short and long range performance plans | d. Short and long range performance plans are proportionate and reflect up-to-date changes | d. Has researched all implications of short and long range performance plans and ensures implementation goes smoothly |

PROBLEM SOLVING: Able to resolve difficulties and address issues impacting County operations

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|--|--|--|---|---|
| a. Does not try to solve problems; complains about factors contributing to problems | a. Attempts to solve problems without complete review | a. Reviews all aspects of problems including resources and deadlines | a. Understands all aspects of problems and their organizational impacts | a. Consistently evaluates all potential solutions and selects best option |
| b. Only supports options which meet his/her own needs | b. Has difficulty developing solutions that meet the needs of others | b. Usually able to compromise to achieve acceptable solutions for all parties | b. Always able to compromise; often develops solutions that meet the needs of others | b. Proposes a variety of solutions/approaches that meet the needs of all involved |
| c. Jumps to conclusions without taking the time to consider the available information or does not acknowledge a problem exists | c. Attempts to analyze available information but unable to select a satisfactory approach in a timely manner | c. Analyzes available information and chooses a satisfactory approach in a timely manner | c. Researches and analyzes all aspects of the problem and quickly develops an insightful solution | c. Quickly grasps the critical aspects of a problem after a thorough analysis resulting in an innovative solution embraced by all |

QUANTITY OF WORK: Amount of work produced or accomplished

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|---|--|---|--|
| a. Continually fails to produce the established standard of work, even after constant training and coaching | a. Occasionally fails to produce the established standard of work | a. Regularly produces the established standard of work | a. Takes action to improve department productivity on a regular basis | a. Operates at a level that will eventually establish a new standard of work |
| b. Unable to maintain expected output even without a changing workload | b. A changing workload results in confusion or decreased output | b. Able to effectively respond to changing workload | b. Increases output in anticipation of increased workload | b. Supervisor is unable to provide enough work |
| c. Fails to accomplish most work objectives | c. Accomplishes some work objectives, but not all | c. Accomplishes work objectives | c. Regularly exceeds work objectives | c. Volume of work produced could not be realistically expected from most workers |

SAFETY: Work practices as they affect production, self and others

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|--|---|---|---|
| a. Completely ignores safety issues, even after reminders from supervisor | a. Understands some safety issues, but not all | a. Understands all safety issues associated with organizational role | a. Recognizes developing safety issues in new or unusual situations and alerts supervisor | a. Continually evaluates environment for safety concerns and provides supervisor with recommendations for handling them |
| b. Refuses to learn or use safety procedures, techniques or materials | b. Although safety techniques and procedures are known, they are not always used | b. Knows and uses safety techniques, procedures, materials, etc. necessary to perform duties safely | b. Is extremely cautious when dealing with safety issues and provides helpful reminders to others | b. Researches updated safety techniques and procedures and shares them with others |
| c. Has had more than one preventable accident or injury | c. Has had one preventable accident or injury | c. Has no preventable accidents or injuries within the current performance period | c. Has had no preventable accidents for several years | c. Has never had any preventable accidents |
| d. Regularly misses safety training | d. Attends safety training only when scheduled by supervisor | d. Attends regular safety training without prompting | d. Regularly attends external safety training and updates internal safety policies and procedures | d. Is regarded as the "go-to" person for safety questions and concerns |

WORK HABITS: Consistent individual behaviors that impact work

| Ineffective | Somewhat Effective | Effective | Highly Effective | Exceptional |
|---|---|---|--|---|
| a. Personal dress is sloppy, excessively worn or totally inappropriate for workplace and/or personal hygiene is lacking | a. Dress may be inappropriate or unclean at times and/or must be reminded on occasion to take care of personal hygiene | a. Maintains personal dress, grooming, and personal hygiene appropriate to the job duties performed | a. Clothing, footwear and grooming are always neat and proper and as clean as possible | a. Personal dress and grooming command respect and exemplify the County, hygiene is never an issue |
| b. Frequently unable to provide requested documentation for sick leave taken or calls well after start of work to ask for day off | b. Occasionally takes sick leave when not actually sick or requests a vacation day with little notice or during periods of heavy workload | b. Uses available leave balances appropriately | b. Provides several weeks notice for planned leaves and notifies supervisor immediately of any unplanned absence | b. Reserves much of leave balances only for possible emergencies and never takes sick leave unless extremely ill. |
| c. Frequently engages in conversations with co-workers and friends instead of working, starts several tasks during the day without finishing any and/or is excessively late | c. Sometimes extends or takes frequent breaks, talks with co-workers instead of working, and/or does not work a full day | c. Uses time wisely with regard to assigned work hours and breaks | c. Plans activities for the day, rarely takes a break when pressed for time and takes lunch when schedule dictates | c. Extensively plans each week in advance and wastes no time |
| d. Supplies confidential information to anyone who asks | d. Occasionally leaks confidential information | d. Maintains confidentiality as appropriate | d. Is extremely cautious when speaking about confidential matters and then only to those approved to know | d. Engages in high security measures to ensure confidential work is protected |
| e. Spends a great deal of work time engaged in personal business | e. Regularly receives or makes personal telephone calls or conducts personal business during work hours | e. Keeps personal business to a minimum, typically taking work time for personal use only for emergency or other difficulties | e. Engages strictly in the business of the County while working during assigned hours | e. Conducts all personal phone calls and business off County premises outside working hours |