# Performance Review and Development Guide



**community Action**

**PARTNERSHIP**
**OF MADERA COUNTY**
*Helping People, Changing Lives.*

# Performance Review & Development Program

**Community Action Partnership of Madera County strongly believes in the ongoing development of our most valuable asset – our employees. We do this through the Performance Review & Development Program (PRDP), linking individual performance to the mission of the agency as well as achieving a workplace of high performing individuals who take responsibility for their work.**

PRDP is a clearly defined and ongoing process that contributes to positive communication, mutual respect, improved performance, individual growth, and career development. This ongoing process involves frequent communication between the employees and supervisors about the Agency strategic plan, job responsibilities, and performance standards and expectations. It seeks to provide greater accountability and effectiveness, and to foster a culture of quality performance and continuous improvement with a focus on internal and external customers. The PRDP system is designed so that employees:

1. are aware of what is expected of them;
2. receive timely feedback about their performance;
3. receive opportunities for education, training, and career development;
4. receive recognition in a fair manner; and
5. understand their role in supporting CAPMC's organizational values, mission and vision.
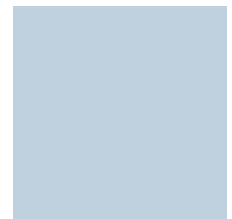
# About this Guide

This guide is designed as a general overview of CAPMC's Performance Review and Development Program. Please take time to review the material, and if you have any questions, please contact your direct supervisor or the Human Resources Department.

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# Community Action Partnership of Madera County...
# Addressing the Needs of Our Community!

## Our Mission

Helping people, changing lives and making our community a better place to live by providing resources and services that inspire personal growth and independence.

## Our Vision

CAPMC will be recognized as a premier social service agency that eliminates the effects of poverty by helping people obtain knowledge and skills to achieve self-reliance and economic stability…one life at a time.

## The Promise of Community Action

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

## Our Values

Trustworthiness, Respect, Responsibility, Fairness, Caring, Citizenship

# Introduction to the
# Performance Review and Development Program

The achievement of the Agency's mission is dependent on the performance contributions of all staff. An effective process of performance review and development is an important part of the CAPMC strategic and operational processes which ensure alignment between the performance and development of individual staff to the organization's mission.

The first phase provides all employees the opportunity to participate in the performance development planning process. This is an annual dialogue between you and your supervisor. You will discuss your role in living the mission, discuss the agency core values and core competencies, review your professional growth plan, and address unmet needs for additional training and development to increase job performance.

The second phase, Ongoing Feedback/Coaching, is a continuous process of communication between you and your supervisor, focused on improving current performance and building capabilities for the future. Ongoing feedback/coaching includes a variety of activities:

- Observing behavior;
- Providing instruction;
- Correcting areas of weakness;
- Recognizing excellent performance;
- Listening to the employee's concerns or ideas; and
- Removing barriers to performance.

Ongoing feedback/coaching is conducted a minimum of one time per year and is formalized through a written document.

An additional aspect to the second phase for supervisors, managers, and mid-managers includes a 360° Feedback Assessment. The 360° assessment is a process that allows supervisors to receive performance feedback from peers and direct reports (the employees who work directly for the supervisor being assessed). This process is intended to increase awareness and accountability by providing the supervisor with multiple perspectives of his/her performance and behavior. The feedback is used for development and is not intended to be used to determine performance ratings.

The third phase, performance appraisal, is a systematic approach in which an oral and written review of your past year's performance is made, and a plan is established to develop, improve and support future performance on the job. This appraisal system follows our Agency core values and core competencies provided to you during your initial planning meeting. Based on your and your supervisor's assessment of your past year's performance, a professional growth plan is developed. The plan is monitored throughout the year; however, you will need to take the primary responsibility for your own success in this area. Your supervisor will help you by providing you the resources and support you need.

# Philosophy of PRDP

The philosophy of the PRDP and the principles of the process are based upon research in the performance management field. This research indicates that performance systems work best if they accurately distinguish between different levels of performance and are viewed as fair processes by the supervisor and the employee. The PRDP is based on the following principles:

- **Fairness:** Fairness is important to employees at all levels of the organization. All employees are concerned that the process used to evaluate their performance is a fair one, resulting in an assessment that accurately represents how they have performed in the specified period.
- **Expectations:** In part, the fairness of the review proves requires that employees know what is expected of them at the beginning of the evaluation period and receive ongoing feedback on how they are performing.
- **Employee Input:** Employees want the opportunity throughout the PRDP process to be heard. Their input provides valuable information that contributes to the effectiveness and the fairness of a performance development system.
- **Support Goals:** An effective PRDP process is supportive of organizational goals. Therefore, the PRDP process supports CAPMC's goals by facilitating the progress of CAPMC's initiatives.

# Why Use PRDP?

CAPMC needs a Performance Review and Development Program to:
- **Coordinate Work Efforts.** Different departments and programs, and individual employees can work toward common strategic objectives and initiatives.
- **Provide Employee Feedback.** People need feedback on how they are performing in order to maintain their motivation, continue to develop their strengths, and focus on improving their weaker areas. PRDP offers a process for providing feedback to employees and assists them in planning for future development.
- **Make Administrative Decisions.** Accurate information about employee performance is required in order to make administrative decisions about work assignments within a department. This ensures departments/programs are working toward common goals, and that high performers are rewarded. The documentation, informal feedback, and formal feedback inherent to the PRDP process provide this information.
- **Document Performance.** The PRDP provides performance information needed to document supervisory actions that might be subject to legal challenge, such as performance evaluations and ratings, salary action, promotion decisions, disciplinary actions and/or dismissals.

# PRDP Rating Scales

The rating categories allow the supervisor to rate the employee's performance in relation to the Agency's values and competencies, and the performance expectations provided by the supervisor during the performance planning meeting. The ratings are based on work performed during an entire 12-month appraisal period or, for a Head Start employee, a program-year period.

## Rating Core Values

Each Core Value will be evaluated and assigned a value based on the employee's performance for the entire appraisal period using the following rating scale:

| Rating Level | Assigned Points |
| --- | --- |
| Strongly Agree | 5 points |
| Agree | 4 points |
| Neither Agree nor Disagree | 3 points |
| Disagree | 2 points |
| Strongly Disagree | 1 point |

## Rating Core Competencies

Each Core Competency will be evaluated and assigned a value based on the employee's performance for the entire appraisal period using the following rating scale:

| Rating Level | Description | Points Assigned |
| --- | --- | --- |
| Distinguished | At this rating, the employee constantly surpasses the job competency standards and exhibits leadership behavior, which enhances the whole department. The employee continually and routinely seeks and accepts additional responsibilities and achieves extraordinary, timely and accurate results. The employee contributes significantly to the Agency success by supporting and enhancing its mission and goals. | 5 |
| Commendable | At this rating, the employee demonstrates the job competency standards at an advanced level and often exceeds the established expectations and standards. | 4 |
| Fully Meets Standards | At this rating, the employee is fully competent of the job competency standards and has consistently and regularly met the behavioral standard. The employee is a valued employee and a contributor to the Agency's goals and mission. | 3 |
| Improvement Needed | At this rating, the employee does not fully demonstrate proficiency for the job competency standards, but may be successful in some behavioral descriptions. The manager/supervisor must write clear expectations for improvement with specific time intervals using the Performance Improvement Plan form. | 2 |
| Significantly Below Standards | At this rating, the employee's performance is consistently below standards. Performance Improvement Plan has been established and immediate improvement is required to retain employment with the Agency. | 1 |

The supervisor provides comments for each core value and core competency to provide examples of the employee's performance to substantiate the rating of the value or competency. In addition, the comments will offer suggestions on ways to improve in the specific value or competency, if needed.

# Agency Core Values and Core Competencies

Community Action Partnership of Madera County (Agency) honors excellence of responsibility and we hold ourselves to the highest standards of honesty, fairness and personal integrity in the performance of our responsibilities on behalf of the Agency. The Agency has developed a set of Agency Core Values (each defined by clear behavior/conduct expectations) and Agency Core Competencies (each defined by distinct job standards) for non-supervisory and supervisory/management personnel.

## CORE VALUES

Six core values create our environment and are based on fundamental respect for the rights, aspirations and dignity of every individual, program participant, co-worker, and others with whom the Agency has contact. Our Core Values are based on the Six Pillars of Character[sm] of CHARACTER COUNTS![sm]. The Six Pillars are centered around two performance review processes:

- Behavior: How a person does something or approaches something related to the workplace.
- Outcome: What a person does or the results of what the person does related to the workplace.

## CORE COMPETENCIES

Job competencies are the knowledge, skills, abilities, personal characteristics, and other person-based factors that help distinguish superior performance from average performance under specific circumstances. Competencies provide a focus for integrating human capital strategy with business strategy, adding quality-of-work performance value on the whole organization. The Agency's Core Competencies are used to measure "how we do it" - the actions or activities performed to get the expected job result.

## MEETING THE MISSION

The Agency's established job competencies expected from each employee are based on:

- The position, not the individual;
- Observable performance and actions;
- Meaningful, reasonable, and attainable job standards; and
- The ability to meet job standards once trained.

The people who work here are the Agency's human resource, and the Agency respects each person's worth, dignity, capacity to contribute, and desire for personal growth and accomplishment. In return, the Agency depends on its staff to share a commitment to work for the overall success of its mission – "helping people, changing lives and making our community a better place to live by providing resources and services that inspire personal growth and independence."

# Agency Core Values

**Our Values-Basic Belief...**
**As community action professionals, the Agency is respectful of cultural diversity and is dedicated to eliminating barriers to social and economic independence in the midst of plenty in this nation by opening to everyone the opportunity for education and training, the opportunity to work, and the opportunity to live in decency and dignity, and by committing itself to six core values.**

**The values that create our Agency's environment are based on fundamental respect for the rights, aspirations and dignity of every individual, client, co-worker, and others with whom the Agency has contact.**

## TRUSTWORTHINESS
- Honest, open, and ethical in relationships with others.
- Earns the trust and confidence of others.
- Exhibits professional integrity in dealing with co-workers and program participants.
- Honors his/her commitments.
- Keeps confidences.
- Leads by example.

## RESPECT
- Treats everyone with respect and dignity to maintain a positive work environment.
- Judges others only on their character, ability, and conduct.
- Is courteous and polite to others.
- Seeks opinions of others to ensure results.
- Is respectful of others and does not degrade others in public and private conversations.
- Listens to and acknowledges the viewpoints of others.
- Responds effectively when confronted, questioned, or when someone disagrees with him/her.

## RESPONSIBILITY
- Is willing to help and assist others.
- Makes decisions appropriate for the situation.
- Sets a good example.
- Consistently works to improve services he/she provides.
- Accepts responsibility for own actions.
- Exercises self-restraint in dealing with others.
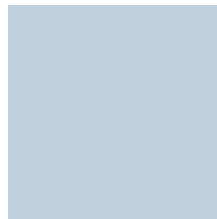
### FAIRNESS

- Uses tact and diplomacy in dealing with co-workers and program participants.
- Contributes to the team or organization in seeking solutions for improvements.
- Gives people a reasonable benefit of doubt.
- Is consistently fair in dealing with co-workers and program participants.
- Demonstrates open-mindedness and justification.
- Rules are applied consistently.

### CARING

- Exhibits empathy and concern in relationships with fellow co-workers, program participants and others.
- Takes the time to talk with people face-to-face about issues.
- Encourages and praises staff and volunteers on a job well done in a timely manner.
- Is sensitive to the feelings of others.
- Shares (knowledge, time, experiences, etc.) to help others succeed.
- Builds positive relationships with program participants.
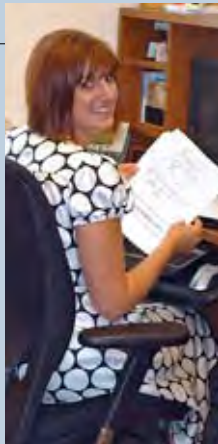
### CITIZENSHIP (NOT RATED)

- Keeps informed of and participates in civic/community activities.
- Follows Agency policies and procedures.
- Demonstrates citizenship by _____.

(Filled in by employee)
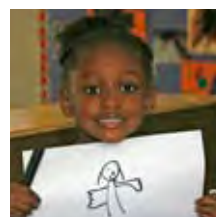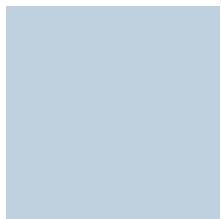
# Employee Core Competencies

## (Job Standards for Non-Supervisory Employees)

The Agency's Core Competencies have multiple uses. They are helpful during the interview and selection process because they identify behaviors that result in key outcomes. The Agency's Core Competencies are used to measure performance during the annual performance appraisal review. The Core Competencies for non-supervisory employees are as follows:

### PATHWAYS TO EXCELLENCE

1. **Agency Mission**
- Understands the purpose of CAPMC including its customers, its services and resources, and how CAPMC meets its mission.
- Is able to articulate how his/her job meets the mission.

2. **Agency Vision**
- Demonstrates an understanding of and is able to articulate the Agency's vision through a personal work-related story.
- Contributes to achieving organizational goals/results.

3. **Strategic Plan Development & Execution**
- Demonstrates an understanding of the Agency's strategic plan and assigned objectives and initiatives and is able to articulate the main strategies of the plan.
- Knows where to find the Agency's Strategic Plan, and can explain the strategic plan in simple terms and how he/she fits into the overall plan.

### ETHICS & RESPONSIBILITY

1. **Honors Confidentiality**
- Maintains confidentiality and uses discretion in sharing appropriate, relevant, and work-related information.
- Reports violations and potential violations of confidentiality to supervisor.

2. **Supports Organizational Values**
- Ensures his/her actions are in-sync with organizational values.
- Holds others accountable for value-driven performance and behavior.

3. **Accepts & Meets Responsibility**
- Understands and meets the full scope of his/her responsibilities and duties.
- Doesn't make excuses or blame others for his/her mistakes.

4. **Initiative & Resourcefulness**
- Demonstrates initiative, drive and enthusiasm to get things done and uses resources efficiently and effectively.
- When issues, concerns or obstacles stop him/her from doing his/her work, discusses it promptly with the Supervisor/Manager to get support.
- As appropriate in the role, looks and plans ahead to minimize potential problems.
- Is willing to take on new assignments.

5. **Sees "The Big Picture"**
- Identifies and considers all sides of issues.
- Maintains focus on primary objectives and the organization's overall mission and purpose.

6. **Ultimate Expectation**
- Does what needs to be done without waiting to be asked.
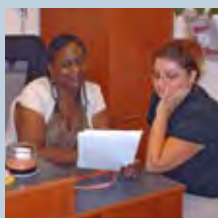
## TECHNICAL COMPETENCE & ACHIEVEMENT ORIENTATION

### 1. Work Schedule, Reliability & Dependability
- Demonstrates consistency, dependability, reliability in regards to job duties and responsibilities.
- Uses leave judiciously.
- Notifies supervisor timely of scheduled and unscheduled leave occurrences.

### 2. Displays Technical Knowledge
- Demonstrates a clear understanding of policies and procedures of program and agency operation; complies with and applies policies and procedures appropriately.
- Applies knowledge, skills and experience to accomplish job duties and tasks.
- Identifies and utilizes resources effectively and responsibly.

### 3. Committed to Quality & Continuous Improvement
- Work is thorough, timely and reflects follow-through to completion.
- Is committed to and produces quality work.
- Takes initiative in improving services, processes, and work products.

### 4. Customer Driven
- Demonstrates a positive and helpful attitude toward agency program participants, staff, and volunteers.
- Responds to program participants in a timely manner. Explores all avenues within authority and makes appropriate referrals to other services when clients' needs cannot be met.
- Maintains a professional appearance and demeanor.

### 5. Committed to Self-Development
- Seeks opportunities to increase personal job knowledge & skills.
- Takes responsibility for career/professional development.

### 6. Approach to Work
- Plans, prioritizes and organizes work effectively to produce measurable results; establishes a course of action.
- Accepts responsibility and accountability for completeness and quality of work.
- Consults with supervisor and acts on issues appropriately.

### 7. Attention to Detail
- Is thorough in accomplishing a task with concern for all the areas involved, no matter how small.
- Monitors and checks work or information for accuracy; and plans and organizes time and resources effectively and efficiently.

### 8. Safe and Healthful Work Practices
- Reports injuries, illnesses, and workplace hazards to supervisor as they occur.
- Attends training sessions and complies with all applicable safety requirements.
- Asks questions of supervisor when there is concern about an unknown or hazardous situation.

## INTERPERSONAL & COMMUNICATION SKILLS

### 1. Interpersonal Skills & Teamwork

- Works cooperatively within diverse teams, workgroups, and across the organization to achieve group and organizational goals.
- Interacts well with others and team members.  Is open to and respectful of others' ideas.

### 2. Shows Concern for Others

- Shows empathy – understands and appropriately considers the needs and problems of others.
- Demonstrates a genuine interest in others' well-being.

### 3. Solicits & Applies Feedback

- Regularly asks others to provide feedback on his/her performance.
- Accepts feedback constructively – uses feedback from others to increase his/her personal effectiveness.

### 4. Time Management

- Develops or uses systems to organize and keep track of information (e.g., "to-do" lists, appointment calendars, follow-up file systems).
- Sets priorities with an appropriate sense of what is most important and plans with an appropriate and realistic sense of the time demand involved.

### 5. Communicates

- Communicates oral and written ideas in a logical, organized, and understandable fashion.
- Maintains open channels of communication.
- Informs supervisor or appropriate individual when problems arise in a timely manner; avoids "surprises".

### 6. Listens

- Is an effective listener – hears and understands what people say.
- Doesn't discourage others from communicating bad news.

## DECISION MAKING & PROBLEM SOLVING

### 1. Makes Decisions

- Makes decisions when they need to be made rather than putting them off or passing to someone else to resolve.
- Involves others in deciding what course of action is appropriate.
- Accepts responsibility for own decisions and has awareness of the impact of decisions on self and others.

### 2. Solves Problems

- Considers all relevant information and viable alternatives.
- Uses common sense and good judgment at all times.
- Acts quickly and decisively in a crisis or when necessary.

### 3. Demonstrates Flexibility

- Demonstrates openness to different and new ways of doing things; is willing to modify one's preferred way of doing things.
- Demonstrates a positive attitude when confronted with change.
- Recovers well from negative experiences.

## PERFORMANCE MANAGEMENT

### 1. Performance Review & Development Program
- Participates in completing the required forms for the Performance Review & Development Program in a timely manner.
- Keeps track of his/her professional growth plan as mutually agreed upon.

### 2. Training & Technical Assistance
- Keeps current all required licenses/certificates as required by law and/or agency mandates.
- Continues to strengthen skills and knowledge by attending agency-scheduled/provided training and workshops.
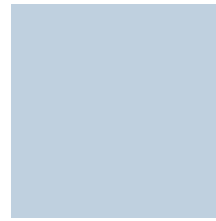
### 3. Minimizes Obstacles
- Works to identify and eliminate obstacles to one's performance.
- Follows through on his/her promises and/or recommendations.

### 4. Follows Rules & Policies
- Follows work rules and policies.
- When appropriate, makes suggestions for changes in rules and policies for the overall benefit of the organization or customer.

# Supervisor, Mid-Manager & Manager
# Core Competencies (Job Standards for Supervisory & Management Employees)

The Agency's Core Competencies have multiple uses. They are helpful during the interview and selection process because they identify behaviors that result in key outcomes. The Agency's Core Competencies are used to measure performance during the annual performance appraisal review. The Core Competencies for supervisory/mid-management staff are as follows:

## LEADERSHIP

**1. Agency Mission**
- Understands the purpose of CAPMC, including its customers, its services and resources, and how CAPMC meets its mission.
- Demonstrates an understanding of how day-to-day operations meet the agency's mission.
- Subordinates are able to articulate the mission in relation to their individual jobs.

**2. Agency Vision**
- Demonstrates an understanding of the Agency's vision; subordinates are able to articulate the Agency vision.
- Contributes to developing, implementing, and continually evaluating ongoing strategies to achieve organizational goals/results.

**3. Strategic Plan Development & Execution**
- Demonstrates an understanding of the Agency's strategic plan and assigned objectives and initiatives and assumes responsibility for completion of assigned items.
- Keeps clear, detailed records of activities related to accomplishing stated objectives and initiatives.
- Meets regularly with staff to keep them informed on strategic objectives.

**4. Management and Process Improvement**
- Uses strategic objectives, initiatives and data collection to measure and manage organizational performance.
- Evaluates progress and outcomes of current processes.
- Seeks continuous improvement through periodic assessments.

**5. Committed to Quality & Continuous Improvement**
- Delivers/helps others deliver high quality products and services.
- Makes/recommends improvements in services and processes to meet changing customer needs.
- Manages and champions organizational improvements.

**6. Oriented to Action & Results**
- Can be depended upon to get the job done without waiting for someone else to make all the calls.
- Ensures that activities lead to productive results.

**7. Customer Driven**
- Actively seeks feedback and suggestions, and encourages others to do the same.
- Understands and meets expectations of internal and external customers.
- Ensures internal and external customers' needs are met.
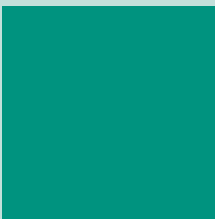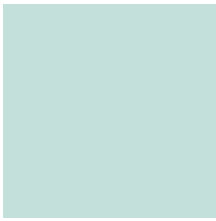
## ETHICS & TEAMWORK

### 1. Honors Confidentiality
- Maintains confidentiality and uses discretion in sharing appropriate, relevant, and work-related information.
- Reports violations and potential violations of confidentiality to supervisor.

### 2. Performs with Integrity
- Keeps promises and honors commitments.
- Earns the respect of others by "playing by the rules."

### 3. Supports Organizational Values
- Ensures his/her actions are in-sync with organizational values.
- Holds others accountable for value-driven performance and behavior.

### 4. Accepts & Meets Responsibility
- Understands and meets the full scope of his/her responsibilities and duties.
- Doesn't make excuses or blame others for his/her mistakes.

### 5. Handles Authority
- Exercises power and authority fairly and effectively.
- Delegates tasks appropriately.

### 6. Empowers Others
- Empowers others by providing sufficient support, resources, and authority to make decisions.
- Allows others to display initiative and creativity.

### 7. Supports Teamwork
- Works effectively in teams and with other work groups.
- Places a premium on collaboration, cooperation, and contributing to others' success.

### 8. Enhances Work Environment
- Contributes to a safe, efficient, and productive work environment.
- Helps to make the workplace enjoyable for everyone.

### 9. Sees "The Big Picture"
- Identifies and considers all sides of issues.
- Maintains focus on primary objectives and the organization's overall mission and purpose.

### 10. Ultimate Expectation
- Does what needs to be done without waiting to be asked.

## INTERPERSONAL & COMMUNICATION SKILLS

### 1. Displays Enthusiasm
- Displays a contagious enthusiasm for objectives, tasks, and people.
- Positively affects the commitment of others.

### 2. Displays Resilience
- Bounces back quickly from disappointment and setbacks.
- Avoids showing frustration that may discourage others.

### 3. Shows Concern for Others
- Shows empathy – understands and appropriately considers the needs and problems of others.
- Demonstrates a genuine interest in others' well-being.

### 4. Solicits & Applies Feedback
- Regularly asks others to provide feedback on his/her performance.
- Accepts feedback constructively – uses feedback from others to increase his/her personal effectiveness.

### 5. Time Management
- Develops or uses systems to organize and keep track of information (e.g., "to-do" lists, appointment calendars, follow-up file systems).
- Sets priorities with an appropriate sense of what is most important and plans with an appropriate and realistic sense of the time demand involved.

### 6. Communicates
- Conveys thoughts clearly and concisely, both verbally and in writing.
- Communicates in an open and direct manner; "surprises" are kept to a minimum.

### 7. Informs Others
- Shares information people need to perform their jobs.
- Avoids surprises and doesn't withhold bad news.

### 8. Listens
- Is an effective listener – hears and understands what people say.
- Doesn't discourage others from communicating bad news.

## DECISION MAKING & PROBLEM SOLVING

### 1. Approach
- Uses facts, input from systems, input from others, and sound judgment to reach conclusions.
- Manages the situation at hand by drawing on one's knowledge and experience base, and calling on other references and resources as necessary.

### 2. Makes Decisions
- Makes good, timely, and carefully thought-out decisions.
- Involves others, as appropriate, in the decision-making process.
- Recognizes when to escalate appropriate or specific situations to the next higher level of expertise.

### 3. Solves Problems
- Considers all relevant information and viable alternatives.
- Creates win/win solutions whenever possible.
- Breaks down a complex issue/task into manageable parts in a systematic, detailed manner.
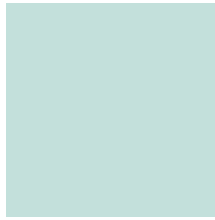- Evaluates the impact of his/her decisions.

### 4. Demonstrates Flexibility
- Willing to break tradition, when necessary, to find better ways of doing things.
- Accepts, supports, and encourages productive change.

### 5. Supports Risk Taking
- Practices and encourages intelligent risk taking.
- Views failure as an opportunity to learn and grow.

**6. Resolves Conflicts**
- Encourages open communication about controversial issues.
- Promotes collaboration to manage contention - focusing on doing what is right.
- Confronts conflict constructively to minimize impact to self, others, and the organization.

**7. Manages Through Crisis**
- Leads effectively in crisis, keeping focus on key information and decision points.
- Minimizes stress and has a positive influence on others.

## PERFORMANCE MANAGEMENT

**1. Performance Review & Development Files**
- Is timely in implementing Performance Review & Development Program activities.
- Keeps clear, detailed records of staff performance.

**2. Provides Recognition**
- Shows sincere appreciation for others' contributions, achievements, and good work.
- Shares successes – seeks opportunities to make others look good.

**3. Coaches Others**
- Works with others to help them do their best.
- Makes sure others are appropriately trained and prepared to meet performance standards and expectations.

**4. Minimizes Obstacles**
- Works to identify and eliminate obstacles to others' performance.
- Doesn't create unnecessary work and provides others with what they need to do their jobs.

**5. Provides Feedback**
- Provides accurate, timely, and constructive performance feedback per Employee Development Program as specified.
- Regularly lets people know how their performance matches standards and expectations.

**6. Applies Rules & Policies**
- Applies work rules and policies fairly and consistently.
- Explains the reasons for, and importance of, rules and policies.

**7. Addresses Deficiencies**
- Addresses others' performance deficiencies early – before they become serious problems.
- Does not overlook or accept sub-par work.

**8. Applies Discipline**
- When necessary, addresses discipline problems in a fair, mature, and adult manner.
- Focuses on correction rather than blame and punishment.

**9. Learning Opportunities**
- Encourages staff to engage in learning and development opportunities.
- Provides opportunities for job-specific training; encourages and supports attendance at courses, workshops, and/or conferences.

## TECHNICAL COMPETENCE & ACHIEVEMENT

### 1. Uses Data
- Uses data in a clear and rational thought process.
- Identifies key facts in an array of data, and recognizes when pertinent facts are incorrect, missing or require supplementation or verification.

### 2. Forms Conclusions
- Distinguishes information that is not pertinent to a decision or solution.
- Judges or infers appropriate responses to a set of information, and forms accurate conclusions regarding actions to be taken.

### 3. Adaptability
- Changes behavioral style or method of approach when necessary to achieve a goal; adjusts style as appropriate to the needs of the situation.
- Responds to change with a positive attitude and a willingness to learn new ways to accomplish work activities and objectives.

### 4. Attention to Detail
- Is thorough in accomplishing a task with concern for all the areas involved, no matter how small.
- Monitors and checks work or information for accuracy; and plans and organizes time and resources effectively and efficiently.

### 5. Committed to Self-Development
- Seeks opportunities to increase personal job knowledge & skills.
- Encourages others to pursue self-development activities.

### 6. Safe and Healthful Work Practices
- Ensures safety and occupation hazards are addressed, and the Illness and Injury Prevention Plan is implemented, monitored, and complied with by staff.
- Ensures accident and injury investigation reports are thoroughly completed and are forwarded within 24 hours of the occurrence.

## THE FOLLOWING CORE COMPETENCY IS PROGRAM MANAGERS ONLY.

## BUDGET ADMINISTRATION

### 1. Develops Budgets
- Prepares budgets within policy guidelines.
- Identifies all available sources of revenue, and accurately projects expenses.

### 2. Manages Budgets
- Monitors expenditures and revenues, and recommends and makes necessary budget adjustments.
- Recognizes and implements budget saving measures, maximizing available resources.
- Completes fiscal year within authorized appropriations.