

## SELF (Recognize and reflect on oneself and one's behaviors):

Criteria	Needs Improvement	Successful	Exceptional
<u>Authentic</u>			
Words and actions align. Gains the confidence and trust of others through honesty, integrity, and authenticity. Shows courage to face difficult issues and supports others who do the same (building trust). Uses natural strengths to teach others and learn from others in areas needing growth/improvement.	Words and actions often do not align. Displays dishonesty. Displays a tendency to gossip. Does not bring issues to leadership chain for resolution.	Words and actions align. Is trusted by supervisor and leadership chain to operate following expectations. Brings constructive feedback and difficult issues to leadership in a positive way meant to work toward solutions. Teaches others when asked to pass along knowledge.	Proactively works to build positive relationships with team and outside immediate team. Discourages gossip and encourages issue discussion with appropriate parties. Seeks opportunities to grow and proactively shares best practices in appropriate ways.
<u>Aware</u>			
Awareness of oneself, awareness of others, awareness of the situations at hand, and awareness of the impact on others. Uses a combination of feedback and reflection to gain insight into personal strengths and weaknesses, opportunities for growth, conscious or unconscious bias, and limitations. Proactively seeks feedback in a non-defensive manner. Admits mistakes and gains insight from those experiences. Understands that different situations may call for different approaches.	Often does not appear to consider impact of actions on others. Does not adjust behavior / actions and (more often than not) expects others to adapt to their way of thinking/communicating. Reacts negatively/defensively to feedback, does not accept need for improvement. Does not admit errors, attempts to hide errors, and/or fails to learn from mistakes.	Displays self awareness and shows they consider impact to others prior to acting. Readily admits mistakes and gains understanding/knowledge from those experiences. Displays an openness to receiving feedback. Displays an understanding that different situations may call for different approaches.	Consistently seeks feedback from supervisors, peers, or stakeholders (as appropriate) to understand different viewpoints. Displays an awareness of potential impact to others and seeks stakeholder feedback prior to acting. Suggests development opportunities for self and seeks opportunities to share knowledge post training. Shares mistakes, seeks solutions, and uses missteps as an opportunity for others to learn. Seeks feedback to improve and develop.
<u>Flexible</u>			
Rebounds quickly from setbacks and learns from challenges, hardships, and negative experiences. Actively learns through experiences using both successes and failures as opportunities to learn and grow. Deals comfortably with the uncertainty of change.	Does not display willingness to learn or to move on from negative experiences. Displays resistance to change and actively discourages successful implementation of change.	Rebounds quickly from setbacks and learns from challenges, hardships, and negative experiences. Deals comfortably with the uncertainty of change. Learns using both successes and failures as opportunities to learn and develop.	Seeks out ways to share/ develop best practices to avoid challenges for self and others in future. Proactively asks how they can support change initiatives. Proactively uses positive influence in the department.

## THOUGHT (Having and using the appropriate knowledge):

Criteria	Needs Improvement	Successful	Exceptional
<u>Business Acumen</u>			
Applies appropriate job specific knowledge and uses expertise to perform daily job responsibilities to achieve organizational goals and equitable access to justice (mission/vision/values). Understands their role in serving the citizens of Maricopa County and drives positive outcomes by utilizing organizational knowledge and fostering productive, inclusive relationships with court partners. Keeps up with current policies, practices, and trends for COSC to thrive and function within compliance requirements. Follows organizational safety and security policies and practices that apply to job role.	Often requires reminding to successfully complete job tasks and meet goals. Has been coached more than once on safe work environment or requires repeated reminders about safety and security practices. Often displays behavior contrary to COSC culture and does not support organizational goals.	Displays they understand how their role fits into the COSC puzzle to provide access to justice and knows organizational goals. Generally has positive relationships and supports inclusivity. Is aware of, and acts following, current policies & practices.	Is viewed as a subject matter expert. Seeks out information to grow job knowledge. Actively promotes organizational goals. Proactively seeks to build relationships outside of work unit, across organization, or with court partners. Completes work requirements far earlier than due date and/or exceeds required training. Proactively brings safety and/or security concerns to leadership for swift fixes.
<u>Customer Focus</u>			
Aware that anyone served in one's current role is a "customer" by definition. Identifies opportunities and gains insight into customer needs to benefit the customer, build, and maintain strong, effective relationships, deliver customer-centric experiences, and deliver solutions that meet & exceed the customer expectations. Demonstrates courtesy, honesty, fairness, and timely responsiveness when dealing with citizens, co-workers, or other departments in the County.	Demonstrates they do not understand they operate as part of a larger team and acts in a selfish manner. Has received complaints regarding service provided to customers. Requires ongoing reminders about positive customer experience. Has demonstrated dishonesty, discourteous treatment. Does not respond in a timely manner (as defined by leadership).	Demonstrates awareness that anyone they interact with is a "customer" by definition. Is seen forming and maintaining positive customer relationships. Meets expectations of customer. Routinely displays courtesy, honesty, fairness, and timely responsiveness.	Seeks opportunities to support other "customer" areas within the organization and partners. Proactively seeks opportunities to, and often exceeds, customer expectations. Consistently provides work product before expected due date.
<u>Strategic Mindset</u>			
Broad mindset that supports diversity, equity and inclusion, organizational needs as well as team and individual goals. Having the knowledge and understanding of how decisions affect others and/or other organizational initiatives. Considers alternative perspectives before acting/reacting. Understands the COSC Strategic Agenda and works to fulfill those goals.	Discourages inclusion, actively gossips in the workplace. Makes decisions without proper knowledge and does not consider impact to others/organizational initiatives. Has demonstrated they do not support organizational standards or goals. Does not consider alternatives before acting.	Demonstrates support of diversity, equity and inclusion, and team and individual goals. Demonstrates an understanding of how decisions affect others and/or other organizational initiatives. Demonstrates an understanding that alternative perspectives exist. Understands the COSC Strategic Agenda and works to fulfill those goals.	Proactively stops gossip in an appropriate way and encourages focus on inclusivity. Seeks broader understanding of what we do and why decisions are made. Proactively seeks opportunities to benefit the organization. Proactively seeks varying opinions (when appropriate) prior to making decisions of consequence. Views their impact as larger than their position.

## PEOPLE (Effectively communicate and interact with others):

Criteria	Needs Improvement	Successful	Exceptional
<b>Influential</b>			
<p>Models supportive, inclusive, and equitable behavior; acts with positive intent, mutual respect, and honesty. Has the courage to communicate facts with confidence in and to question stories (self and others). Views conflict as an opportunity to improve and leads through conflict with integrity. Considers diverse views and works to find common ground (mutual purpose) to settle disputes fairly. Builds constructive relationships with people both similar and different from oneself in an open, friendly, and accepting way. Picks up on social cues (people and group awareness) and adjusts approach in real time for positive outcomes.</p>	<p>Displays uncooperative behavior. Often acts with negative intent (gossip), displays disrespectful behavior, and often does not bring issues appropriately to leadership. Ignores opportunity to find mutual purpose. Creates or causes unfavorable relationships with team members or other partners. Undermines efforts to build positive relationships. Has been known to treat others with disrespect. Chooses not to adjust behavior based on feedback.</p>	<p>Regularly displays supportive and inclusive behaviors. Generally acts with positive intent, mutual respect, and honesty. Typically communicate facts while removing "story" (self and others). Displays openness to discussion and conflicting opinions. Displays good relationships and acts in an inclusive way. Is open to feedback on how to approach situations in a different way.</p>	<p>Encourages supportive, inclusive behavior. Asks questions and challenges assumptions in an appropriate way. Displays positive influence with team, customers, and partners. Asks for diverse viewpoints and seeks mutual purpose. Proactively seeks opportunities to connect with people both similar and different from themselves. Picks up on social cues (people and group awareness) and quickly adjusts approach in real time for positive outcomes.</p>
<b>Develops Others/Teamwork</b>			
<p>Developing a growth mindset. Recognizes and takes opportunities to share learning to support each other, grow together, and transfer of knowledge and best practices.</p>	<p>Does not participate in activities for growth unless assigned. Hinders sharing knowledge.</p>	<p>Meets required training goals to develop a growth mindset. Recognizes opportunities to share learning and transfer of knowledge and shares knowledge and brings improvement ideas to leadership.</p>	<p>Exceeds required training/development around growth. Seeks additional ways to positively impact team and organization. Proactively seeks opportunities to share learning and best practices. Proactively offers feedback and expertise (as appropriate) to develop best practices.</p>
<p><b>(Supervisory Leadership)</b> provides guidance/support through coaching to all team members through structured learning channels, opportunities on the job, and development opportunities. Support succession planning and business continuity through preparation of multiple individuals for future roles.</p>	<p><b>(Supervisory Leadership)</b> Does not provide feedback (positive and constructive) on a regular basis with team, peers, or leaders. Does not have development discussions with direct reports. Does not apply unique development goals to employees (applies same goals to all). Does not participate in business continuity efforts and undermines knowledge transfer opportunities.</p>	<p><b>(Supervisory Leadership)</b> provides guidance/support through regular feedback following expected timelines. Provides unique development goals based on individual skills and development desires. Displays support for sustainability and business continuity by preparing other individuals for future roles.</p>	<p><b>(Supervisory Leadership)</b> Uses multiple opportunities and methods to guide/support team. Acts as a mentor to peers and looks for opportunities to share expertise outside immediate team.</p>
<b>Collaborative</b>			
<p>Respects and cooperates with others to get the job done in the most efficient and effective way possible. Communicates effectively to build trust and gain support in partnerships, cooperates across the organization, and works collaboratively with others to meet shared objectives (mutual purpose). Credits others for their contributions and accomplishments. Effectively listens and expresses ideas in a clear, concise, and respectful manner. Uses positive influence to collaborate openly and comfortably with diverse groups of people.</p>	<p>Uncooperative and does not support overall team in accomplishing goals. Takes credit for others work. Does not listen to others and communicates in a disrespectful manner. Uses influence in a negative way. Often displays unsupportive behavior.</p>	<p>Displays respectful behavior, cooperates and displays collaborative behavior with diverse groups of people to meet shared objectives (mutual purpose). Credits others for their contributions and accomplishments. Displays ability to listen and expresses ideas in a clear, concise, and respectful manner.</p>	<p>Seeks opportunities to improve processes and produce results in the most efficient, effective way possible. Proactively supports other team members to meet goals. Uses positive influence with diverse groups of people.</p>

## RESULTS (Takes initiative and is accountable for results):

Criteria	Needs Improvement	Successful	Exceptional
<u>Takes Initiative</u>			
Takes on new opportunities and challenges with enthusiasm. Identifies and takes opportunities to share, learn, and grow. Displays positivity throughout interactions with people and process. Speaks up appropriately to improve COSC.	Often displays negative behavior. Criticizes those attempting to promote positive change. Requires reminders to complete assignments.	Takes on new opportunities and challenges with enthusiasm when asked. Participates when presented opportunities to share, learn, and grow. Regularly displays positivity throughout interactions with people and process. Brings challenges to supervisors in a respectful way following proper chain of command.	Asks for new opportunities to develop and encourages team to proactively participate. Brings solutions to challenges, not just problems. Encourages others to act in a similar manner. Promotes learning opportunities to others.
<u>Ensures Accountability</u>			
Holds self and others accountable to meet commitments. Acts with a clear sense of ownership taking personal responsibility for decisions, actions, and failures.	Regularly fails to meet commitments. Does not take responsibility for actions or failures. Acts in a combative manner when receiving constructive feedback. Does not learn from mistakes; often repeating the same error.	Regularly meets commitments and takes personal responsibility for decisions, actions, and failures. Displays learning from errors.	Regularly exceeds task/project expectations, often far before completion expectations. Often asks for feedback. Proactively seeks to understand their impact on goals, process, and customers.
<b>(Supervisory Leadership)</b> establishes clear responsibilities and processes for monitoring work, measuring results, and holding employees accountable equitably. Designs feedback loops into work and provides direct and actionable feedback.	<b>(Supervisory Leadership)</b> Does not have a clear method to define success in a role and /or does not actively monitor work. Displays favoritism among team. Does not have regular feedback loops and/or does not provide actionable feedback.	<b>(Supervisory Leadership)</b> establishes clear responsibilities and processes for monitoring work, measuring results, and holding employees accountable equitably. Sets clear SMART goals for team members. Designs feedback loops into work and provides direct and actionable feedback. Regularly discusses goal status with employees.	<b>(Supervisory Leadership)</b> Establishes stretch development goals with input from team members. Consistently challenges thought processes (How would you handle this) to support an empowered, autonomous work environment. Seeks feedback from peer groups to develop best practices.
<u>Results Focused</u>			
Works in a timely manner to achieve results and complete tasks that support the work unit, department, and COSC goals. Plans and prioritizes work to meet commitments. Identifies obstacles and works to overcome them to drive results. Proactively volunteers to help other achieve results.	Regularly does not achieve results, complete tasks in a timely manner and/or actively detracts from COSC goals. Does not communicate roadblocks to leadership until due date or after deadlines are missed. Regularly does not volunteer to assist others when they clearly have the ability to assist others. Actively keeps others from timely completion.	Works in a timely manner to achieve results and complete tasks. Understands goals of the work unit, department, and COSC. Plans and prioritizes work to meet commitments. Works through obstacles with a positive attitude. Assists others with their work when asked.	Proactively seeks opportunities to assist team in meeting goals. Assists others in prioritizing work (as appropriate). Identifies obstacles and communicates to leadership to remove roadblocks for future.