### Core Competencies, Work Traits, and Work Habits Expected of *All Employees*:

**Build Effective Work Relationships**

**Excel at building partnerships and fostering teamwork. Work collaboratively within and across organizational boundaries to achieve common goals.**

**Expected Behaviors:**

* Manage and resolve conflicts and disagreements in a positive and constructive manner to minimize negative impact.
* Build trust and strong, collaborative relationships with all levels of the organization.
* Offer and accept feedback to and from other team members/co-workers, and management.
* Demonstrate respect and appreciation for the diversity of others.

**Personal traits include:** Dependability, self-awareness, integrity, flexibility

**Provide High-Quality Service**

**Identify customer expectations and respond appropriately to their needs.**

**Expected Behaviors:**

* Anticipate, assess, and respond effectively to the expectations of all customers both internal and external.
* Demonstrate an up-to-date knowledge, understanding and skill in field of expertise.
* Take initiative to resolve issues.

**Personal traits include:** Professional demeanor, patience, empathy, accommodating

**Understand County Business**

**Develop a broad understanding of overall county functions and the relationship between functions.**

**Expected Behaviors:**

* Demonstrate a working knowledge of how each function impacts the organization as a whole.
* Demonstrate an understanding of the ethics and integrity expected of county employees.
* Role model behavior that meets the highest level of public trust.
* Promote Washington County Values and Mission internally and externally.

**Personal traits include**: Honesty, impartiality, trustworthy

**Work Traits**

* Respect differences in people’s values, beliefs and cultural backgrounds
* Work in an honest and ethical manner
* Productivity and timeliness
* Organizational skills
* Communication skills (written and verbal)

**Work Habits**

* Attendance and punctuality
* Observe safety and security practices
* Follow County Personnel Rules and departmental procedures

### Additional Core Competencies Expected of *Supervisors and Managers*:

**Apply Essential Business and Professional Skills**

**Manage human, financial and informational resources in a manner that instills public trust; and accomplishes the organization’s mission to provide quality services.**

**Expected Behaviors:**

* Create and maintain a work environment characterized by a high level of professionalism, morale, productivity and service.
* Demonstrate a broad understanding of the principles of financial management, including cost efficiency and cost benefit.
* Manage the budgetary process, including preparing and operating the budget under organizational procedures and guidelines.
* Create an environment that is technologically aware and friendly. Apply technology to improve decision-making, outcomes and efficiency.
* Recognize, assess and manage risk that may impact the health and safety of people or environment, as well as risks that may impact the public trust.
* Utilize data and evaluation tools to improve county services and programs and advance a culture of accountability and continual improvement.

**Personal traits include:** Attention to detail, honesty, determination, resiliency, integrity, tolerance for stress, critical thinking, risk taking

**Manage and Lead Others**

**Implement the organization’s mission into the department’s day-to-day business. Guide, direct and influence others in carrying out that mission.**

**Expected Behaviors:**

* Establish standards of responsibility and behavior for self and others.
* Build trust within the department.
* Support and encourage people’s energy, creativity, and commitment.
* Promote and participate in lifelong learning opportunities.
* Help others embrace and manage change.
* Ensure that team direction is aligned with the department’s/organization’s strategy for success.
* Set high standards and hold self and others accountable.
* Motivate employees to reach individual and county goals.
* Promote labor/management partnerships and organizational climate issues; approach each problem situation with a clear perception of organizational and political reality.

**Personal traits include:** Interpersonal savvy, achievement-oriented, future-oriented, optimism, coalition/team building, creativity, courage

### Additional Core Competency Expected of *Department Heads and Deputy Directors*:

**Promote the Development of a Common Vision**

**Foster the development and evolution of a compelling vision that allows for a clear strategy and direction and that supports Washington County’s position as a leader in government.**

**Expected Behaviors:**

* Develop and set strategies that anticipate, meet and exceed a diverse customer population.
* Create and foster an environment that promotes enthusiasm for accomplishment, commitment to purpose and personal accountability.
* Influence the future direction of the county through innovative projects and program management approaches.
* Take a broad view of the organization in setting and reinforcing direction.
* Bring together resources, money, and people to pursue significant ideas and influence organizational priorities.

**Personal traits include:** Strategic agility, political savvy, creativity, courage, risk taking, big-picture understanding, innovative, tactical thinking, continual learner