



**CLARK COUNTY PUBLIC HEALTH  
LEADERSHIP PASSAGES AND BEHAVIORAL DESCRIPTORS**

CATEGORY	ALL EMPLOYEES	MANAGING OTHERS AND PROGRAMS	MANAGING MANAGERS	DEPARTMENT DIRECTOR
<b>(1) SELF MANAGEMENT</b> ABLE TO PRIORITIZE AND MANAGE ONESELF AND ONE'S RESPONSIBILITIES	Independently manage workload, set priorities, monitor progress and due dates, and use time efficiently.	Manage daily operational activities.	Model a culture of workplace etiquette that is responsive and courteous.	Allow 360 evaluation of managers by their staff.
	Recognize when to seek supervisory assistance.	Take responsibility and accountability for program results. Share program successes and give credit where due.	Communicate vision/strategies – and where all levels of staff fit in.	Lead by example.
	Be responsible and accountable for own actions and follow through on commitments.	Establish and maintain effective working relationships with staff, the public, policy makers, other jurisdictions, contractors, community agencies, and other county staff.		Provide frequent updates, words of appreciation for staff, state/federal news related to Public Health.
	Constructively share thoughts, ideas, and opinions. Actively listen to others and accept feedback.	Understand the components of the public health system.		
	Lead up to manager by regularly communicating what is working and what is not working.	Be available and dependable for staff.		
	Demonstrate respect for all employees in the department.			
<b>(2) DEVELOPING SELF AND OTHERS</b> IS A DEDICATED LIFE-LONG LEARNER AND EXPECTS OTHERS TO BE AS WELL  IS A ROLE MODEL FOR CONTINUOUS SELF-IMPROVEMENT AND DEVELOPMENT  ACTIVELY SUPPORTS PROFESSIONAL DEVELOPMENT  VALUES PEOPLE SKILLS AS MUCH AS TECHNICAL SKILLS	Stay current in field of expertise/work.	Share knowledge, research and best practices with staff, other managers, industry partners and community stakeholders.	Recognize potential and be committed to the growth and development of staff and managers.	Keep abreast of broad public health functions and how and when to integrate them with department work.
	Commit to life-long learning, be inquisitive, seek out training independently.	Develop staff competencies to meet the requirements of job descriptions and program activities.	Hold managers accountable for managerial work and ensure they are meeting performance standards.	Create a climate of learning that inspires development; walks the talk.
	Share knowledge, research and best practices with staff and management.	Delegate responsibility and authority	Assign managerial and leadership work.	Accept advice and feedback from all functions and all employees.
	Model/seek work-life balance.	Create an environment where staff feels safe to seek mentoring, professional development, workplace advancement.	Mentor managers.	Encourage an environment of calculated experimentation and innovation.
	Be willing to take on projects/responsibilities outside of role.	Proactively train staff to meet new challenges.	Provide funds/budget for professional training.	Creates a climate that supports work-life balance

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		Ensure equitable and appropriate opportunities for training		Promote team building and strive to maintain high workplace morale
<b>(3) LEADING CHANGE</b> KNOWS HOW TO CREATE, MANAGE, AND SUSTAIN CHANGE  IS NOT AFRAID TO EXPLORE NEW APPROACHES WHEN CIRCUMSTANCES DEMAND IT  IS WILLING TO CHALLENGE THE STATUS QUO	Demonstrate flexibility, willingness to be cross-trained in a changing environment.	Initiate team-building, problem identification and resolution.	Champion new ideas and initiatives.	Foster a culture that supports calculated risk-taking. Encourage others to take risks and provide support throughout the process.
	Bring new ideas to manager.	Be open to new ideas and able to identify and communicate opportunities for improvement.	Include managers in decision-making process related to changes.	Take decisive action in high stakes situations, crises or conditions of uncertainty.
	Proactively anticipate the need for changes and facilitate change in area of work.	Support people through the stages of change.	Encourage managers to anticipate change proactively.	Stay up to date on nation's programs and trends.
	Identify and mitigate obstacles to improvement.	Be as transparent as possible related to pending changes. Get staff input, as allowed, to inform change.	Clearly articulate rationale behind department and nation's direction.	
<b>(4) STRATEGIC THINKING AND PLANNING</b> PAINTS A COMPELLING PICTURE OF THE FUTURE THAT INSPIRES HOPE, MOVEMENT AND COMMITMENT  ANTICIPATES AND DEVELOPS PROACTIVE STRATEGIES AND PLANS	Openly promote department and county goals.	With employee input, develop and monitor program goals, objectives, and measurable outcomes.	Understand the "big picture" and convey how department's vision and strategic initiatives translate to the functional strategy.	Oversee department organization, mission, core services and allocation of financial, human and capital resources. Oversee development and management of short- and long-term department goals and priorities.
	Set goals and objectives related to program work.	Effectively communicate to employees the connection between their work and the department's vision, mission, values, ethics, and strategic direction.	Establish implementation strategies for department core services, allocation of financial, human and capital resources, and short- and long-term department goals and priorities.	Direct the evaluation and development of department strategy and goals.
	Communicate the organization's priorities and strategies.		Communicate importance of all employees in accomplishing strategic goals.	Regularly communicate department's vision.
<b>(5) OPERATIONAL EXCELLENCE</b> COMMITS TO MAXIMIZING OPERATIONAL AND FINANCIAL PERFORMANCE TO CREATE THE GREATEST EFFICIENCIES FOR EMPLOYEES AND CUSTOMERS  EMBRACES PROCESS IMPROVEMENT AS A KEY STRATEGY TO DRIVE IMPROVEMENTS IN SAFETY, SERVICES, OPERATIONS AND	Strive to improve and share efficiency and effectiveness of work systems.	Establish and monitor program budget.	Manage complex functional issues, problems, and budgets.	Ensure compliance with federal and state requirements; ensure department meets national standards for accreditation.

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<b>SATISFACTION LEVELS</b>				
	Understand and comply with department processes, policies, and procedures.	Monitor program work flow , due dates, work/project progress, procedures, and productivity.	Analyze financial and operational data for trends.	Provide fiscal management including development and presentation of the department's operating budget, monitoring of revenues and expenditures, development or improvement of funding mechanisms and sources, ensuring that all programs are within budget and as cost-effective as possible.
		Support continuous improvement.	Recognize and adapt to technological opportunities to improve functions and efficiencies.	Guide and lead the department in the interpretation and application of policies and practices within each of the department's functional areas.
		Develop written processes and procedures for program services, including program specific standards	Encourage cross-functional collaboration and problem-solving when appropriate.	
		Align and implement projects with department goals.	Uses data to show links between system initiatives and department/function work	
			Provide adequate resources and technical expertise to implement and update policies and procedures.	
<b>(6) PARTICIPATIVE LEADERSHIP</b> <b>THE ABILITY TO ACHIEVE EXCELLENT RESULTS WITH AND THROUGH OTHERS</b>	Lead up to supervisors by sharing information and anticipating their needs.	Stay current on research related to program and departmental trends, challenges, threats, and opportunities.	Cultivate strong working relationships with managers.	Develop and maintain effective personal and working relationships within the department, other county departments, community organizations, other governments, groups and individual citizens. Represent the department in relations with state, federal and local regulatory agencies.
		Work with internal and external stakeholders to enhance collaboration and communication; identify and cultivate mutually beneficial partnerships.	Coaches managers on how to achieve goals through performance of team members.	Participate on local, state and national policy-making boards for the purpose of directing the work of public health.
		Create and maintain trusted relationships as a leadership platform.		Develop and maintain a cooperative and collegial relationship with other health providers and plans in the community for the purpose of improving the community's health status.
		Cultivate effective personal relationships with staff, promote program team-building and cross-functional sharing.		Ensure and measure department's compliance with the Public Health Standards in Washington State. Work with Washington State Department of Health and Washington State Association of Local Public Health Officials to bring public health systems to the standards as adopted by state and local public health officials.
		Seek out staff input/ideas related to strategies, initiatives, program goals, etc.		Develop and oversee policies, programs and activities involving community relations, community education and public information.

<b>(7) CUSTOMER FOCUS</b> PROVIDES THE BEST FOR CUSTOMERS, INTERNAL AND EXTERNAL, ACROSS THE CONTINUUM OF CARE AND SERVICES – THE BEST RESOURCES AND PRACTICES	Provide quality customer service to all internal and external clients and stakeholders.	Demonstrate, coach, and reinforce key principles of good customer service. Provide positive feedback when observing or learning about work force excellence.	Encourage working cross functionally where appropriate to meet customer needs.	Provide clear written and verbal expectations to all staff around customer service and workforce excellence.
	Get people the information or resource they need when possible.	Monitor customer feedback (partners, stakeholders, etc.) to ensure good customer service; initiate follow-up where appropriate.	Evaluate customer needs and requirements	
	Address customer concerns through the lens of risk communication. Maintain composure and professionalism in the face of customer frustration.	Ensure staff receives appropriate training to provide effective customer service.	Support managers in their efforts to improve customer service.	
	Be informed and have basic knowledge about CCPH programs and proactively provide information as appropriate.			
	Identify and address barriers to good customer service.			
<b>(8) WORKFORCE EXCELLENCE</b> HOW WE WORK	Strive for continuous improvement and meet performance measures established by the department.	Effectively recruit and hire qualified employees; maintain current job descriptions for all program positions.	Oversee human resource management functions including recruitment and selection of staff, establishing and communicating department goals and performance expectations, monitoring and evaluating performance, training, compensation and salary administration, motivation and employee relations, career development activities, corrective action, labor relations and other associated activities.	
	Communicate needs to manager related to work environment conducive to productivity.	Actively solicit staff input and feedback in decision-making.		
		Understand contractual obligations and county HR policies.		
		Ensure staff has a clear understanding of their role, responsibilities, and performance expectation. Work with employees to address performance issues.		
		Provide staff the authority needed to complete work assignments.		
<b>(9) DIVERSITY &amp; CULTURAL COMPETENCY</b> UNDERSTANDING THE SPECIFIC CULTURAL, LANGUAGE, SOCIAL AND ECONOMIC NUANCES OF PARTICULAR PEOPLE AND FAMILIES	Demonstrate respect for diversity among staff, clients, stakeholders, and community members.	Ensure program provides culturally and linguistically acceptable services.	Help to create a respectful workplace where all employees feel valued.	Foster a culture of diversity in the department.
	Be familiar with Clark County demographics, population health.	Foster an environment that encourages open discussions of differences.	Identify cultural and diversity deficiencies and delegate improvement strategies, including trainings as needed.	
	Take steps to increase understanding and awareness of diversity and related issues.			

	Effectively work with people from diverse backgrounds.			
<b>(10) COMMUNICATION</b> IMPART OR INTERCHANGE OF THOUGHTS, OPINIONS, OR INFORMATION BY SPEECH, WRITING, OR SIGNS	Ensure appropriate levels of communication with staff, customers, and internal and external stakeholders.	Recognize communication problems and implement techniques to resolve communication problems and barriers.	Encourage managers to be clear, transparent and objective in their internal and external communications.	Engage the community to promote optimum participation with and input into the department activities.
	Communicate professionally with others inside and outside the department.	Implement new tools, technologies and trainings to improve internal and external communications.		Share information with and from local state and national stakeholders and policymakers.
	Understand department's and county's media, social media, and materials review policies.	Clearly communicate/relay messages from employees to leadership.		Regularly and transparently communicate with staff and other stakeholders about sensitive issues such as budget information.
	Know when an issue needs to be communicated broadly within the department or externally and work with manager and/or department PIO.	Work effectively with the news media.		Direct the department's strategies and activities involving print and electronic media.

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