

PROFESSIONAL BEHAVIORS MATRIX: COUNTY DIRECTOR PERFORMANCE CRITERIA

Program: Assists faculty, administrative professionals and staff to be effective extension educators			
Skill Area	Performance Needs Improvement	Performance Meets Expectations	Performance Exceeds Expectations
Advisory Systems	No advisory system being used in county or occasional advisory input gathered.	Has an established overall county advisory system in place and uses it regularly.	Meets formally with advisory system two times or more yearly. Provides feedback to advisors. Advisors are trained and serve as advocates.
County Plan of Work	Individual POA's from faculty & staff with no coordination.	Meets with faculty and program staff to develop a county-plan of work based on advisory input. A county POA is in place.	Mentors faculty and staff in interdisciplinary work and multi-year programming and evaluation for long-term outcomes.
Reporting	Faculty and staff reports are incomplete or don't meet timelines.	Insures all faculty and staff report program results to AICS and complete other reports by established timelines.	All faculty and staff complete reports and a county program impact piece is developed and used in marketing.
Strategic Program Direction	The county program does not reflect extension and institutional priorities.	The county program is well aligned with extension and institutional priorities.	The county program serves as a model for setting strategic direction and is articulated to county decision makers.

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Relationships: Facilitates positive relationships within the extension office and externally.			
Skill Area	Performance Needs Improvement	Performance Meets Expectations	Performance Exceeds Expectations
County Office Relationships	Unresolved conflict is evident and impacts the office function. Little evidence of teamwork.	Open communication and office policies results in smooth office function. Conflict is handled quickly and efficiently.	Office functions as a team. Little if any conflict evident. Communication is clear.
External Relationships	Commissioners, legislators, agencies and other stakeholders are not aware of programs at the local level or their impact.	Commissioners, legislators, agencies and other stakeholders are aware of extension programs and supportive.	Commissioners, legislators, agencies and other stakeholders are involved in extension programs, know their impact and advocate for extension.
WSU Relationships	Few extension peers or departmental faculty are involved in county programs.	Extension partnerships and programs are multidisciplinary in nature and supported by administration, departmental faculty and extension peers.	Programs and partnerships are known and supported by peers and departmental faculty. New partners from across the University are included. Some programs have national involvement.

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Personnel: Selects, motivates, coordinates and evaluate county staff.			
Skill Area	Performance Needs Improvement	Performance Meets Expectations	Performance Exceeds Expectations
Position Description	No position description in place or position descriptions is old and not necessarily followed.	Review position descriptions of all faculty and staff annually and shares with employee.	Review position descriptions annually and modifies to challenge employee.
Professional Development	Professional development plans not part of annual review or done irregularly.	Professional development plans discussed annually at annual review session for all faculty and staff.	Written professional development plans shared at annual review. Look 1-3 years out and results documented annually.
Performance Reviews	Annual reviews on faculty only, missed-timelines and incomplete documents.	Annual reviews conducted on all faculty, staff and completed on time.	Annual reviews completed, all timelines met and serve on career guidance committees if asked. Provide feedback to staff on strengths, weaknesses and improvements needed.
Civil Rights	No current civil rights plan in place	County Civil Rights plan reviewed annually and reflected in POA.	Civil Rights plan in place used in annual POA's and the office continues to address diversity needs in the county.

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<u>Financial and Office Management:</u> Develops an adequate budget and manages an efficient and effective office.			
Skill Area	Performance Needs Improvement	Performance Meets Expectations	Performance Exceeds Expectations
Budget	Develops budget in isolation. Misses' deadlines. Budget falls below WSU recommended levels. Commissioners don't understand how WSU Extension works.	Develops county budget with input from all office employees, submits all reports completely and on time. Meets WSU recommended salary contributions through MOA. Strong commissioner support.	Involves advisory group in budget process. All budgets on time and strong commissioner support. Excess revenues generated. Entrepreneurial activity in grants, fees, etc.
Office Management	Office disorganized and unprofessional. Hard to find materials and short on supplies	Office is organized and has adequate supplies and equipment.	Well-organized office presents a professional atmosphere. Cutting edge up-to-date office equipment in place.
Policies and Procedures	County and State policies and procedures are not followed and create problems in cash management, inventory, etc.	County and State policies and procedures are followed resulting in smooth office function.	County and State policies and procedures are followed. Improvements in policies and procedures are recommended that increase efficiencies for the organization.

Adopted September 2003