

## PROFESSIONAL EXPECTATIONS MATRIX FOR COUNTY DIRECTORS

### Overview

**The mission of WSU Extension is to** engage people, organizations and communities to advance economic well-being and quality of life by connecting them to the knowledge base of the university and by fostering inquiry, learning, and the application of research.

Extension programs developed locally are responsive to complex issues which can be addressed by the research base of the university. The County Director is responsible for educational program leadership, communication among individuals and organizations and the university, and administration of the local office or offices. The County Director serves as a departmental chair or unit lead in county government.

As WSU extension employees, faculty and staff are also guided by position descriptions, professional expectations matrix, organizational policies and procedures, and a set of core competencies for extension educators. The County Director uses these resources in fulfilling the duties of administration and program leadership.

County Directors are expected to conduct scholarly work that augments assigned outreach responsibilities and are therefore reviewed against the Professional Expectations Matrix for County/Area-Based Extension Faculty. The following matrix is designed to clarify expectations for County Director and is used at time of annual review and periodic review for reappointment. Additionally, this document should serve to guide the amount of time devoted to administrative duties which differ from the program responsibilities of the individual who is designated County Director. The designation of County Director is a temporary appointment accompanied by a temporary stipend. Periodic review of the County Director performance and reappointment typically occurs every four years and is administered by the District Director with recommendations to the Extension Associate Dean and Director and to the Provost.

<b>Performance Dimensions</b>	<b>Performance Exceeds Expectations</b> (In Addition to Requirements for "Performance Meets Expectations")	<b>Performance Meets Expectations</b>	<b>Performance Needs Improvement</b>
<b>Program Leadership</b>	<ul style="list-style-type: none"> <li>Meets at least two times a year with members of the formal advisory group who serve as advocates for the Extension system and for the local budget.</li> <li>Act as a positive force for developing proactive relevant research-based programs which are aligned with extension and WSU strategic goals.</li> <li>Develops county impact document to effectively communicate program impacts to stakeholders.</li> <li>Mentors educators in multi-disciplinary work and multi-year programming and evaluation for long-term outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Utilizes an established comprehensive county advisory system to guide county program development.</li> <li>Meets with faculty and program staff to develop a county-plan of work based on advisory input.</li> <li>County programs are well aligned with extension and institutional strategic goals and initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Individual plans of work from faculty and staff with no coordination.</li> <li>Occasional use of or no advisory system in place to gather input.</li> <li>Faculty and staff reports are incomplete or do not meet timelines.</li> <li>County programs do not reflect extension and institutional strategic goals and initiatives.</li> </ul>
<b>Team Building and Collaborations</b>	<ul style="list-style-type: none"> <li>Programs and partnerships are known and supported by peers and departmental faculty. Teams of faculty and staff are established throughout the University. Programs have local, regional and national acclaim.</li> <li>Decision makers, cooperating agencies and other stakeholders are involved in extension programs, can articulate program goals and impacts and effectively advocate for extension.</li> </ul>	<ul style="list-style-type: none"> <li>Programs and partnership are multidisciplinary in nature and supported by administration, departmental faculty and extension peers.</li> <li>Local and state decision makers, cooperating agencies and other stakeholders are aware and supportive of extension programs.</li> </ul>	<ul style="list-style-type: none"> <li>Few extension peers or departmental faculty are involved in the county programs.</li> <li>Local and state decision makers, cooperating agencies and other stakeholders are not aware of local programs or their impact.</li> </ul>
<b>Personnel</b>	<ul style="list-style-type: none"> <li>Responsible for annual completion of updated position descriptions, professional development plans, WORQS, WEMIS reports by all employees.</li> <li>Civil Rights plan in place and guide inclusion of diverse clientele in program planning and participation.</li> <li>Annual reviews completed with feedback on strengths, weaknesses and desired improvements.</li> <li>Volunteer programs are vibrant, well managed, and effectively meet and document program outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Insure all faculty and program staff report using WORQS and complete other reports on time.</li> <li>Position descriptions reviewed annually and shared with employee.</li> <li>Annual reviews and Professional development plans discussed annually with faculty and staff.</li> <li>Civil Rights plan reviewed annually.</li> <li>Volunteer programs operate in the county office; meets enrollment, screening, training, and management best practices.</li> </ul>	<ul style="list-style-type: none"> <li>Position descriptions outdated, non-existent or not followed.</li> <li>Professional development plans not part of annual review or done irregularly.</li> <li>Annual reviews on faculty only. Documents are submitted late or are incomplete.</li> <li>No current civil rights plan in place.</li> <li>Volunteer programs do not meet enrollment, screening, training, and management best practices.</li> </ul>
<b>Financial and Office Management</b>	<ul style="list-style-type: none"> <li>Strong record of entrepreneurial activity acquiring grants, generating fees, county MOA and other operating funds.</li> <li>Well organized office exhibits professional atmosphere. Modern office equipment in place.</li> <li>County and State policies and procedures are followed. Improvements in policies and procedures are recommended that increase efficiencies.</li> <li>Office functions as a team with clear communication, and conflict is addressed early and effectively.</li> </ul>	<ul style="list-style-type: none"> <li>Develops county budget with input from all staff, submits all reports completely and on time. Meets WSU recommended salary contributions through MOA.</li> <li>Maintains strong support from county commissioners.</li> <li>Office is organized with adequate supplies and equipment.</li> <li>County and State policies and procedures are followed resulting in smooth office function.</li> <li>Open communication and office policies resulting smooth office function. Conflict is handled quickly and efficiently.</li> </ul>	<ul style="list-style-type: none"> <li>Develops budget in isolation Misses' deadlines. Budget is below WSU recommended levels.</li> <li>County commissioners do not understand WSU Extension. Support from commission is lacking.</li> <li>Office disorganized and unprofessional. Materials are hard to find materials and supplies are lacking.</li> <li>Policies and procedures are not followed. Problems exist in cash and inventory management, etc.</li> <li>Unresolved conflict is evident within the county office and impacts the office function. Little evidence of teamwork.</li> </ul>