

# Council/Clerk Job Success Factors

# Rating Guidelines

Competency	Does Not Meet	Meets	Exceeds
<p><b>Conflict Management</b>  <i>Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.</i></p>	<p>Doesn't make careful observations of what has caused past conflicts and recognize them as being possible sticking points in the future. Does not handle conflicts objectively. Has some trouble locating common ground when a conflict arises. Avoids dealing with conflicts. Situations either become worse, run their course, or never get addressed because employee will not deal with them.</p>	<p>Is good at seeing the warning signs of impending conflicts. Once spotted, takes steps to deal with them before they can fester. Manages conflicts effectively. Does not avoid difficult situations, but works with the people involved to reach a solution or compromise.</p>	<p>Is excellent at foreseeing and heading off conflicts. Is skilled at working out problems and arriving at satisfactory outcomes. Everyone who is impacted by the conflict is included in the process, and employee is able to move people effectively toward resolution. Focuses and guides people through to the best resolution.</p>
<p><b>Decision Quality</b>  <i>Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.</i></p>	<p>Does not take a structured approach to decision making. Decisions are often based on incomplete data and inaccurate assumptions. Rarely asks others for help or advice. Has a lot of trouble getting to the bottom of a complex issue. Decision making in the face of complex problems is very inconsistent. When confronted with a decision, tends to just choose a convenient solution, rather than sort through the complexities of the situation and apply some personal judgment.</p>	<p>Is a solid decision maker. Takes the time to think through problems and examine the facts before choosing a course of action. Generally takes a methodical approach to problems and examines situations from a variety of perspectives. Seeks input from others when making a decision. Is generally consistent in approach to decision making. Investigates all available data in an organized manner and takes consistent and logical action. Suggestions usually turn out to be correct and accurate.</p>	<p>Is very good at making sound decisions. Trusted by others to use experience and wisdom to find the best solution. When faced with decisions, is quick to search out people who have insight and incorporates what they learn into excellent solutions. Is excellent at organizing the data and presenting it in ways that help to clarify the situation. Is always clear-headed and unbiased when making important decisions. Sound judgment is respected by the entire organization.</p>

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<p><b>Learning On The Fly</b>  <i>Learns quickly when facing new problems; a relentless and versatile learner; open to change; analyzes both successes and failures for clues to improvement; experiments and will try anything to find solutions; enjoys the challenge of unfamiliar tasks; quickly grasps the essence and the underlying structure of anything.</i></p>	<p>Is uncomfortable with new or unusual problems. Usually tries to fit it into a familiar package by sticking to the obvious explanation and tried-and-true methods. Often takes too long to grasp concepts or implement new methods. Relies too much on traditional solutions. Doesn't consider other issues or thoroughly understand the history of an issue or problem. Rarely gets to the middle of the situation at hand.</p>	<p>Gets up to speed fairly quickly when faced with a new or unusual problem. Breaks it down into elements and tries to solve a piece at a time. For those new elements employee hasn't seen before, takes the time to learn about them before proceeding. Is a good overall learner. Is comfortable with new ideas and methods and is good about using past experiences as a learning tool.</p>	<p>Learns quickly when faced with first-time problems. Sees new problems as challenges. Identifies core issues by looking at the problem broadly and determining what its elements might be. Is able to understand underlying principles and translate past experiences into appropriate parallels of what usually works and what usually doesn't. Decides quickly what information is relevant and what isn't.</p>
<p><b>Process Management</b>  <i>Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.</i></p>	<p>Struggles with evaluating the effectiveness or efficiency of processes. Does not have a consistent approach to organizing work processes. Doesn't string together tasks systematically and can't see how events will play out. Does not pay enough attention to process detail to identify other potential improvements. Gathers very little information about how things are going and is usually surprised by anything that goes wrong.</p>	<p>Can easily follow the steps from start to finish and usually catches the major defects and areas for improvement. Can usually look at a process and use measurements in evaluation of its effectiveness and efficiency. Organizes complex projects by clearly outlining process steps. Attentive to opportunities for synergies and the sharing of resources. Examines processes to determine where tasks can be combined to be more efficient.</p>	<p>Can quickly look at an existing process and easily identify process flaws and make corrective suggestions. Combines multiple tasks into smooth process flows that most effectively utilize resources and people. Takes advantage of opportunities for synergy and resource sharing. Uses milestones to diligently track how work is progressing and if the process is moving according to plan. Is able to react quickly. Has consistent and regular information about in-process status.</p>

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<p><b>Drive for Results</b>  <i>Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.</i></p>	<p>Often doesn't meet goals and objectives. Doesn't focus enough on achieving results and is distracted by lesser priorities. Procrastinates and allows work to pile up until it is too late. Often needs an extension to complete work. Is not making the necessary contribution to the overall goals of the City. Is reluctant to push for results, tolerates excuses, and generally fails to provide the direction, support, and sense of urgency required.</p>	<p>Does what it takes to get results. Stays on a focused, efficient path for achieving results. Consistently meets deadlines. Is date-driven and can be counted on to get the job done. Stays focused and on task once goals are sufficiently clear. Pushes for results. Generally, maintains a results-focused work atmosphere. For the most part, provides others with the objectives, resources, and motivation needed to achieve results.</p>	<p>Pushes to achieve stretch goals. Is not satisfied meeting just quota, deadline, or standard, but keeps working to get better results. Often pushes and exceeds goals. Can be counted on to achieve results in less than the time given. Works efficiently and diligently on the task at hand, always keeping the end in sight. Strives for superior results. Constantly searches for ways to improve productivity and profitability. Focuses others on meeting aggressive goals and challenges others to stretch their capabilities.</p>
<p><b>Problem Solving</b>  <i>Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.</i></p>	<p>Usually doesn't think problems through before taking action. Is too results driven and overly time conscious. Impatiently leaps to the first conclusion that comes to mind. Does not thoroughly explore problems. Applies the same solutions repeatedly. Has a lot a trouble with the more difficult problems. Tries to come up with quick answers mostly from past experience.</p>	<p>Takes an unbiased, patient approach to problem resolution. Rarely jumps to conclusions, is disciplined, and puts a lot of effort into finding workable solutions. Does a good job of using analytical and critical-thinking skills in the context of problem solving. Drives difficult situations to resolution with persistence and ingenuity. Does a good job of not relying too heavily on solutions from own history.</p>	<p>Takes a complete approach to problem solving. Fully understands the core issues before setting a course of action and thus ensures the best solution. Always looks at multiple solutions to get to the best. Analytical approach to problem solving is exemplary. Tackles difficult problems with determination. Difficulty doesn't slow them down. Always asks the second question and looks broadly for solutions.</p>