Builds Trustworthy Relationships
Interacts with others in a way that gives them confidence in one’s intentions and those of the department and organization; brings a customer-supplier partnership mindset to all interactions; demonstrates initiative in understanding how to best meet internal and external customer needs; takes personal responsibility for resolving internal and external customer issues; willingly follows up on commitments.

Communicates Effectively
Clearly conveys information and ideas through a variety of media to individuals or groups in a manner that engages the audience, promotes comprehension and retention, and creates alignment around goals and organizational vision / purpose; articulates the customer / community /partnership perspective in ways that foster understanding and inspire implementation of customer-driven systems, processes, and procedures.

Builds Successful Teams
Uses appropriate methods and a flexible interpersonal style to proactively build cohesive teams; actively fosters the development of productive internal customer-supplier partnerships within and between work units, teams, departments, and organizations / community partners; focuses teams on meeting external customer needs, serving the community, and achieving business objectives and goals.

Manages and Develops People
Sets clear performance expectations; provides timely guidance and feedback to help others strengthen specific knowledge / skill areas needed to accomplish their work; fosters, plans, and supports the development of individuals’ skills and abilities so that they can fulfill current and future job /role responsibilities more effectively and deliver results that align with the Library’s mission, vision, values, and strategic goals.

Achieves Results
Identifies critical issues and improves business results with the customers’ and community’s needs in mind; commits to a course of action to accomplish long-range goals and objectives after developing alternatives; sets challenging goals for personal and group accomplishment; uses measurement methods to monitor progress toward goals; tenaciously works to meet or exceed goals; tirelessly focuses on continuously improving processes that affect customers and business results.

Facilitates Innovation and Change
Encourages others to seek opportunities for different and innovative approaches to addressing problems and opportunities that support the organization’s strategies; actively facilitates the implementation and acceptance of change within the workplace; generates innovative solutions that better meet customer and community needs; tries different and novel ways to deal with work problems and opportunities.

Demonstrates Leadership
Demonstrates the traits, inclinations, and dispositions that characterize successful managerial leadership; exhibits behavior styles that meet the demands of the manager / supervisor role; inspires and guides individuals toward higher levels of performance and organizational excellence; builds commitment to PCLS’s mission, vision, and objectives; tirelessly promotes customer/community service and strategic partnerships as a value; takes responsibility for customer satisfaction and loyalty.