

EXAMPLES OF WRITING PERFORMANCE NARRATIVES CAPABILITY MODEL

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Your Performance Narrative does not need to address each Capability or be divided into sections by Capability. These examples are simply to illustrate the kinds of behaviors that could fall under each Capability.

Important Guidelines for Writing Performance Narratives:

- Write in a clear, specific, understandable manner that paints a clear picture
- Include actual examples of behavior and activity that are fact-based and supported by documentation
- Focus on performance and results
- Avoid vague generalities
- Compare performance to expectations/standards
- Give evidence for higher or lower ratings

INCLUSION: Acknowledging and showing appreciation for the individual differences, contributions, and talents of all team members, and strengthening employee confidence in their abilities.

- Offered assistance to a new employee as they onboarded to ensure they felt welcomed and understood processes, procedures, systems, etc.
- Listened to and welcomed diverse views and opinions from others and acknowledged them with respect.
- Involved others in decisions, initiatives and operations that impacted their work.
- Asked others for their opinions and input through informal discussions and meetings.
- Recognized how specific contributions positively impacted the workplace and provided feedback.
- Approached citizens and customers with respect for their individual needs and circumstances.
- SUPERVISORS: Created an environment where employees were empowered to share ideas without fear of rejection or judgment.

COURAGE: Willingness to navigate uncomfortable situations, adhere to vision and values, take action and initiative on new ideas, and question assumptions and processes to improve outcomes.

- Respectfully approached colleagues, sharing the potential impact of decisions, and suggested viable alternatives to improve outcomes.
- Volunteered to take on a project or additional work outside the scope of their regular job duties and responsibilities.
- Stepped out of own comfort zone to do something (i.e., spoke to a group of citizens, taught at in-service or volunteered to lead an operation).
- Engaged in positive and productive dialogue to explore solutions that would benefit the organization.
- Respectfully intervened when a coworker experienced difficulty handling a situation.
- SUPERVISORS: Demonstrated openness through soliciting feedback, challenging own assumptions and asking for input.

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CUSTOMER ENGAGEMENT: Cultivating positive relationships with internal and external customers by proactively seeking customized solutions to increase satisfaction and build rapport.

- Automated and converted processes to electronic format for citizens to continue to do business in an innovative way (i.e., implemented virtual story times for children).
- Helped a citizen whose car broke down and stayed with them until the issue was resolved or support arrived.
- Recognized that their coworker was overwhelmed and offered assistance (e.g., helped in an area outside their responsibility).
- Proactively reached out to multiple contacts beyond traditional resources to help a citizen in crisis.
- Acknowledged citizen's concerns and feelings in times of stress.
- Proactively engaged with and reassured a concerned citizen regarding a water main break affecting them and communicated updates.
- Created and delivered programs to educate and engage citizens. (e.g., in exhibits, and events such as heritage months, holiday events and celebrations).
- Invested time with customers to build relationships, trust and understand their needs (e.g., participated in National Night Out, established relationships with business owners in patrol area).
- Educated citizens and county employees on energy conservation and recycling opportunities.

COMMUNICATION: Expressing thoughts, ideas, and information effectively.

- Adjusted communication style based on the situation and the audience.
- Respectfully engaged in difficult conversations in order to resolve differences.
- Used diplomacy and tact to provide feedback to others.
- Actively listened to others ideas, asking questions to further understanding. Took active and appropriate steps to address and resolve conflict.
- Engaged in mutually respectful dialogue, displaying openness to other perspectives and ideas.
- Demonstrated empathy where appropriate when communicating with team members.
- Provided feedback and shared ideas openly with others (e.g., to a coworker, on a process or idea).
- Routinely demonstrated an understanding of the Division's mission (e.g., Police's five universal truths) and put them into practice.
- Created thorough reports, and or documentation of service calls.
- SUPERVISORS: Consistently communicated processes, expectations and goals to team to help them perform their job duties.

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LEADING SELF

- Decisiveness
- Functional Expertise
- Personal Accountability
- Critical Thinking

- Effectively planned and organized their time and work, and followed through on deadlines.
- Took responsibility for their own professional development by taking initiative for self-improvement (i.e., signing up classes, programs and certifications).
- Enhanced understanding of their profession through research, job shadowing, and reading trade publications.
- Embraced mistakes as a learning opportunity and took ownership for personal actions. Reflected on what could have been done differently.
- Looked at situations from different perspectives before making decisions.
- Made quick, firm decisions in critical situations when time was of the essence.
- Displayed good judgment by critically assessing and analyzing data before making decisions as when situationally appropriate.
- Performed all follow-up investigations in a timely manner.
- Actively solicited and stayed open to feedback from others on ways to improve future performance.
- Actively participated in debriefs and did not hesitate to identify areas for self-improvement.
- Proactively used all resources and technologies available to perform role.

LEADING OTHERS

- Relationship Management
- Well-Being
- Collaboration
- Value & Develop Others

- Demonstrated self-awareness by identifying own strengths and areas of development, and were mindful of how their behavior impacted others or was perceived by others.
- Willingly shared information and expertise with coworkers to set them up for success (e.g., conducted roll call training).
- Empowered employees through encouraging decision-making and utilizing new and innovative methods of getting work done.
- Provided regular, ongoing feedback, both positive and constructive, to help employees grow and succeed ("no surprises").
- Encouraged their teammates' professional growth and development by encouraging them to engage in professional development opportunities.
- Offered advice to newer employees and was always willing to support them where needed.
- SUPERVISORS: Supported employees in their efforts to manage their wellbeing. Encouraged them to take care of themselves and reminded them of options available to help them recharge and stay healthy.

LEADING THE ORGANIZATION

- **Organizational Awareness**
- **Innovation**
- **Agility**
- **Cultural Awareness**

- **When appropriate, prioritized building relationships and understanding the needs of multiple stakeholders (i.e., professional networking).**
- **Took the initiative to familiarize themselves with organizational goals, missions, current events and upcoming trends.**
- **Encouraged team members to brainstorm and think creatively around upcoming trends and patrol focus areas.**
- **Encouraged new ways of analyzing and problem-solving to support team and organizational goals.**
- **Embraced and supported organizational change even when it was uncomfortable (i.e., we have always done it this way).**
- **Sought to understand and respect others cultural norms, beliefs, values and diverse backgrounds (i.e., eye contact, hand gestures, personal space, diverse languages, gender identity).**
- **SUPERVISORS: Encouraged open dialogue among employees to help them gain a greater understanding and appreciation for differences and value the opinions of others.**