

## Definition and Guidelines for a High-Performing Office

In alignment with our Purpose, Vision and Values, high performing office teams continue to build the capacity to learn and apply the skills to support a responsive, relevant, engaged, well-communicated educational program. High performing teams are seen as a good partner and investment (highly leveraged) by local, county and tribal partners. This is achieved as teams cultivate:

- High levels of trust, respect and adaptability
- An open door policy for communication
- Clearly stating expectations
- Keeping commitments
- Meeting the educational needs of the local partner as an unbiased educational resource
- Accessing and utilizing university resources and support
- Responsiveness to community needs
- Proactive planning for transition and succession
- Volunteer development

Department Heads report directly to the Regional Director; therefore, Regional Director and Department Head(s) maintain ongoing communication. In high performing offices the Department Head(s) supports this vision by serving as a leader, administrator and relationship builder.

**As a leader**, the department head is responsible for helping to create a positive and effective work environment, team building, communications, programming support and professional development.

**As an administrator**, the department head is responsible for key (and frequently shared) roles related to hiring, orientation, performance support, evaluation and budgeting.

**As a relationship builder**, the department head is responsible for ensuring political effectiveness, and positive working relationships and communication between the local office, Cooperative Extension, and various partners. Many of these skills are important in the department head(s) educational programming.

### **An effective and high performing office team adds value in a county/local office by:**

- Connecting community organizations and individuals to a full array of resources through the expertise and knowledge of team members.
- Addressing issues proactively.
- Knowing, appreciating and communicating the value of all team members and the programs offered by Extension.
- Bringing additional dollars or providing cost saving services for communities, organizations or residents.

- Efficient, effective and responsive problem solving as an office team.
- Serving as a model for organizational effectiveness.
- Building capacity with volunteers, community members, organizations, and each other.

### **Illustrations of high performing single and shared leader models**

- Promote and sustain teamwork to deliver comprehensive, high quality, research-based and evidence-based educational programs in which the assets of the community are utilized to ensure aspirations, needs and wants of the communities are met.
- Create and sustain a workplace environment built on trust and personal responsibility.
- Provide overall collaborative leadership for the county's programs, budget and finance, human resources and external relations that empowers, delegates and shares leadership appropriately with all personnel, including county faculty, academic and program support staff.

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