

## Agenda 01/07/15

### Committee members

Taylor      Vanselow      Girard  
Monroe    Seeber

### Advisors

Paul Dusek  
Gretchen Steffan

1. Approve minutes of the last meeting
2. Meeting will be in work-session format
3. Comments from Paul Dusek and Gretchen Steffan
4. Finalize "Measurable Goals" and rating procedure
5. Evaluation form? HR input
6. Prepare to present to Personnel Committee
7. Assign HR the task of creating Administrator Job Description
8. Any other business
9. Adjourn



Rachel Seeber <racheleseeber@gmail.com>

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## Performance Evaluation Committee

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Rachel Seeber <racheleseeber@gmail.com>

Mon, Dec 15, 2014 at 9:16 AM

To: "Taylor, Bud" <htaylor@roadrunner.com>, "Bud Taylor (htaylor1@nycap.rr.com)" <htaylor1@nycap.rr.com>, Dan Girard <danjg1@verizon.net>, Daniel Girard <danjg99@gmail.com>, Fred Monroe <fmonroe2@gmail.com>, "Fred Monroe (fmonroe@adkreviewboard.com)" <fmonroe@adkreviewboard.com>, "Vanselow, Ron" <supervisor@johnsburgny.com>

Cc: "Steffan, Gretchen" <steffang@warrencountyny.gov>, "Dusek, Paul" <dusekp@warrencountyny.gov>

Bud, Dan, Fred and Ron,

As discussed last Monday in committee, please find a draft of goals that may be applicable for our County Administrator.

I have also copied below a summary of a survey from Montgomery County as it relates to the goals of County Administrator's in our region. I printed out this document to bring with me to our committee meeting and this document may also be found at [https://www.co.montgomery.ny.us/sites/public/government/planning/charter/Charter\\_Forms/Reference\\_Materials/County\\_Executives/Coddington%20Co%20Exec%20Survey%20Info.pdf](https://www.co.montgomery.ny.us/sites/public/government/planning/charter/Charter_Forms/Reference_Materials/County_Executives/Coddington%20Co%20Exec%20Survey%20Info.pdf).

Lastly, I have attached the response from NYSAC. Mark L. sent me a draft from another County for our review. I will also bring this to committee with me.

### Measurable Goals

1. Assist the Board of Supervisors by identifying and implementing countywide priorities and linking these priorities to department and program operations in a timely and professional manner; outlines issues effectively and provides meaningful policy alternatives; responsive to inquires from supervisors.
2. Assist departments and programs in evaluating the quality of their services and make continuous improvements to service delivery; encourages open communications between elected officials and staff. Responsible for supervision of department heads.
3. Inform the budget process to help allocate resources based on the highest priorities; responsible for County organizational compliance with Federal and State law, rules, regulations, grant requirements and accepted best practices.
4. Communicate the results and outcomes of our services to all members of the BOS and to the community; open and accessible to the public; treats public, elected officials and staff with respect and shows a willingness to listen and consider their input;
5. Is a "self-starter", demonstrates creativity, willing to initiate projects; visionary. All other duties as assigned

Now, if we can agree on goals - we need to determine how we will measure them. This is where I would envision more of the specific details of this job. Then upon the evaluation, specific examples to support these goals and objectives would be provided. Remember this is just a draft. I can make changes as we discuss this today in committee.

## Gretchen's Notes...January 7, 2015

### Performance Evaluation Committee

Paul and I have met and discussed the e-mail chain, evaluation forms and the performance goals/objectives he submitted to the committee.

According to the e-mails that I received from Supervisor Seeber our (Gretchen and Paul) instructions were:

1. Look at performance elements
2. Then, Paul would incorporate into his goals and objectives
3. Paul and Gretchen would re-word elements
4. Gretchen would evaluate forms and discuss with committee
5. Same/Consistent format for all evaluation forms

We have discussed all the items. I would like to do a short presentation tomorrow, which will fall into item #3 of your agenda, with spill over into item 5.

1. Strategic Planning is key to performance management, (first things first).
  - a. Vision
  - b. Mission
  - c. Tactical Plans
  - d. Operational Plans
  - e. Individual Performance Expectations
2. Performance management encompasses setting performance expectations and following up/evaluating performance.
  - a. Recruiting and Selection
  - b. Placement of Orientation
  - c. Delegation and Coaching
  - d. Performance Evaluation and Feedback
  - e. Rewards
3. As you can see Performance Evaluation and Feedback come well into the PM process.
4. That said, the Executive evaluation is different than the rest of the organization.
  - a. The complexity or simplicity of the evaluation is dependent upon the organization.
  - b. What are we expecting? (Big, Little, Status Quo)
  - c. What will we be measuring? Otherwise, why bother.
5. Executive evaluations are usually done by an Executive Committee of a greater Board. In Warren County, it would likely be:
  - a. Chairman of the BOS
  - b. Budget Officer
  - c. Personnel Committee Chairperson
  - d. Support Services Committee Chairperson

6. Self-evaluations are an integral to the evaluation process. *(no one will track your perf. better than you)*
7. Regarding the Administrator's goals...12 goals are aggressive. These goals would be more reasonable if they were 2 year goals. However they will need further development with due dates, resource requirements and deliverables. [SMART]
  - a. Specific
  - b. Measurable
  - c. Achievable
  - d. Reachable
  - e. Timely
8. Forms are less important than the content of the evaluation and organizational direction the evaluation provides. This is because the performance evaluation (goals and objectives for the performance period portion) set performance expectations.
9. The Performance Elements submitted are in my opinion are:
  - a. Too broad
  - b. Need categorization
  - c. Are in large part not measurable
10. Timing of the Performance Evaluation process for the Administrator and Department Heads. My suggestion would be during the budgeting process. All Department Heads must submit their budget in September. In preparing that budget they evaluate department budgetary performance to plan. I believe this would be an ideal time to evaluate performance and combine processes, especially since we will be including more Supervisors in the process in the future.
11. Suggested Forms:
  - a. **Exhibit A** – Genessee County Legislature County Manager Performance Evaluation Form 2014.
  - b. **Exhibit B** – County Manager Self Evaluation Form
  - c. **Exhibit C** – County Administrator Evaluation Checklist (for use by the BOS)
  - d. **Exhibit D** - Drafted Performance Evaluation Designed by Gretchen [WIP]

Exhibit A

Genesee County Legislature  
COUNTY MANAGER PERFORMANCE EVALUATION FORM  
2014

1. **Communication with Legislature, including effective written and oral presentation as well as a demonstrated openness to Chairperson and Legislature feedback or direction.**

\_\_\_\_ Exceeds Standards      \_\_\_\_ Meets Standards      \_\_\_\_ Fails to Meet Standards

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. **Implementation of Legislature policy and assists the Legislature in the development of annual and long-range goals.**

\_\_\_\_ Exceeds Standards      \_\_\_\_ Meets Standards      \_\_\_\_ Fails to Meet Standards

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. **Staff support for the Legislature, anticipates and provides reports and recommendations as required by the Legislature.**

\_\_\_\_ Exceeds Standards      \_\_\_\_ Meets Standards      \_\_\_\_ Fails to Meet Standards

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4. Staff relations; demonstrates leadership and promotes professional performance.**

\_\_\_\_\_ Exceeds Standards      \_\_\_\_\_ Meets Standards      \_\_\_\_\_ Fails to Meet Standards

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**5. Financial planning and administration; prepares and administers annual budget, which maintains a multi-year vision.**

\_\_\_\_\_ Exceeds Standards      \_\_\_\_\_ Meets Standards      \_\_\_\_\_ Fails to Meet Standards

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**6. Personal and professional development, strives to maintain current knowledge and skill levels.**

\_\_\_\_\_ Exceeds Standards      \_\_\_\_\_ Meets Standards      \_\_\_\_\_ Fails to Meet Standards

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**7. Effective delivery of County services and community relations**

\_\_\_\_\_ Exceeds Standards      \_\_\_\_\_ Meets Standards      \_\_\_\_\_ Fails to Meet Standards

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**8. Intergovernmental relationships at the state and local levels.**

\_\_\_\_\_ Exceeds Standards      \_\_\_\_\_ Meets Standards      \_\_\_\_\_ Fails to Meet Standards

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**9. Overall evaluation of County Manager's performance.**

\_\_\_\_\_ Exceeds Standards      \_\_\_\_\_ Meets Standards      \_\_\_\_\_ Fails to Meet Standards

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**10. Accomplishments: Has the County Manager accomplished or worked toward accomplishing the goals established by the Legislature? Why or Why not?**

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**11. Strengths: Based upon your overall evaluation of the county Manager, what areas would you list as his/her strong points as a manager?**

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**12. Improvements suggested: Based upon your evaluation, what areas would you suggest the County Manager work on to improve his/her skills and to be more effective in specific areas or situations?**

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**13. Goals for next year: What are the major goals on which the County Manager needs to focus in the coming year?**

Comments: \_\_\_\_\_

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**Additional Comments:**

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\_\_\_\_\_





## COUNTY ADMINISTRATOR Evaluation Checklist

Supv's B.

This form may be used by each member of the Board of County Commissioners to evaluate the County Administrator's performance in fulfilling each role he plays in the County's government. The County Administrator is rated 1 through 5, with the following scale:

- 1 = Substantially Below Expectations
- 2 = Below Expectations
- 3 = Meets Expectations
- 4 = Exceeds Expectations
- 5 = Substantially Exceeds Expectations

- 1. Exceeds standards
- 2. Meets standards.
- 3. Fails to meet stds

Each member of the Board should sign the form and forward it to the Board Chairman, who will be responsible for compiling the comments. The forms and accompanying summary should then be presented to the County Administrator for his permanent file.

### 1. Personal

\_\_\_\_\_ Invests sufficient effort toward being diligent and thorough in the discharge of duties.

\_\_\_\_\_ Composure, appearance, and attitude fitting for an individual in his executive position.

### 2. Professional Skills and Status

\_\_\_\_\_ Knowledgeable of current developments affecting the management field.

\_\_\_\_\_ Respected in management position.

\_\_\_\_\_ Has a capacity for innovation.

\_\_\_\_\_ Anticipates problems and develops effective approaches for solving them.

\_\_\_\_\_ Willing to try new ideas proposed by the Board or staff.

3. **Relations with the Board of County Commissioners**

- \_\_\_\_\_ Carries out directives of the Board as a whole rather than those of any one Board member.
- \_\_\_\_\_ Assists the Board in resolving problems at the administrative level to avoid unnecessary Board action.
- \_\_\_\_\_ Assists the Board in establishing policy while acknowledging the ultimate authority of the Board.
- \_\_\_\_\_ Responds to requests for information or assistance by the Board.
- \_\_\_\_\_ Informs the Board of administrative developments.
- \_\_\_\_\_ Receptive to constructive criticism and advice.

4. **Policy Execution**

- \_\_\_\_\_ Implements Board action in accordance with the intent of the Board.
- \_\_\_\_\_ Supports the actions of the Board after a decision has been reached.
- \_\_\_\_\_ Enforces Board policies.
- \_\_\_\_\_ Understands county laws and ordinances.
- \_\_\_\_\_ Reviews enforcement procedures periodically to improve effectiveness.
- \_\_\_\_\_ Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration.

5. **Reporting**

- \_\_\_\_\_ Provides the Board with reports concerning matters of importance to the county.
- \_\_\_\_\_ Reports are accurate and comprehensive.
- \_\_\_\_\_ Reports are generally produced through own initiative rather than when requested by the Board.
- \_\_\_\_\_ Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board.

6. Citizen Relations

- \_\_\_\_\_ Accommodates <sup>?</sup> complaints from citizens. *Sully heard from treated*
- \_\_\_\_\_ Dedicated to the community and to its citizens.
- \_\_\_\_\_ Skillful with the news media – avoiding political positions and partisanship.
- \_\_\_\_\_ Has the capacity to listen to others and to recognize their interests. Works well with others.
- \_\_\_\_\_ Willing to meet with members of the community and discuss their real concerns.
- \_\_\_\_\_ Cooperates with neighboring communities.
- \_\_\_\_\_ Cooperates with the city, state and federal governments. *either city govt. municipalities agencies.*
- \_\_\_\_\_ Cooperates with the elected Constitutional Officers. *☞*

7. Staffing

- \_\_\_\_\_ Recruits and retains competent personnel for County positions. *control?*
- \_\_\_\_\_ Aware of weak or inefficient personnel and works to improve their performance.
- \_\_\_\_\_ Accurately informed and concerned about employee insurance, fringe benefits, promotions, and pensions.
- \_\_\_\_\_ ~~Impartially administers the merit system.~~ *?*

8. Supervision

- \_\_\_\_\_ Encourages department heads to make decisions within their own jurisdictions without County Administrator approval, yet maintains general control of administrative operations.
- \_\_\_\_\_ Instills confidence and initiative in subordinates and emphasizes support rather than restrictive controls for their programs.
- \_\_\_\_\_ Has developed a friendly and informal relationship with the work force as a whole, yet maintains the dignity of the County Administrator's office.
- \_\_\_\_\_ Evaluates personnel periodically and points out staff weaknesses and strengths. *oppty's for improvement or course-correction.*

9. Fiscal Management

- \_\_\_\_\_ Prepares a balanced budget to provide services at a level intended by the Board.
- \_\_\_\_\_ Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively.
- \_\_\_\_\_ Prepared budget is in an intelligible format.
- \_\_\_\_\_ Reports the County's financial position on a regular basis.

10. What have been the finest accomplishments of the County Administrator this past year?

11. What areas need the most improvement? Why? What constructive, positive ideas can you offer the County Administrator to improve these areas?

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

~~\_\_\_\_\_  
Signature~~

~~\_\_\_\_\_  
Date~~

Draft

Exhibit D

Warren County Department of: \_\_\_\_\_  
 Performance Evaluation

Employee Information			
Employee Name:	Date:		
Job Title:	Self Evaluation: Yes / No		
Department:	Review Period: 2015		
Supervisor:			
Essential Skills Assessment			
	Exceeds	Meets	Does Not Meet
<i>WC=Warren County</i>			
<b>Job Knowledge/Skill</b> <i>Understands WC mission and how their position supports it. Demonstrates up-to-date knowledge in assigned responsibilities and expectations. Possesses computer skills sufficient to meet expectations.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Work Quality</b> <i>Consistently delivers neat, accurate, thorough and timely work products. Work outcomes instill confidence.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Dependability I - Deliverables</b> <i>Employs consistent work methods. Delivers consistent work products. Produces consistently reliable work outcomes. Meets time commitments.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Dependability II - Attendance/Punctuality</b> <i>Meets department scheduling needs by being at work on-time and as-scheduled. Supports the needs of the department by being available for flexible scheduling as demand necessitates, which includes overtime and work assignments.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Initiative I – Educating Jurisdictions about HR/CS</b> <i>Engages in educating/marketing initiatives to grow the WC brand. Serves as an authoritative voice for our mission of service.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Initiative II - Continuous Improvement</b> <i>Proactively looks for performance improvement opportunities, makes recommendations and once approved, takes action. Identifies opportunities to streamline operations and eliminate wasted energy.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Communication Skills I - Written</b> <i>Constructs succinct correspondence, inter-office memos, e-mail, and reports. Completes forms/reports completely and with sufficient detail.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Communication Skills II - Verbal</b> <i>Ability to clearly and professionally articulate thoughts. Employs active listening techniques and assertion. Formulates good questions. Provides sound advice. Communicates in a friendly and courteous manner. Builds relationships of trust.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Communication Skills III - Presentation (If applicable)</b> <i>Ability to prepare/present WC's mission, needs and call-to-action. Creates visually appealing presentations that tell a story and provide a lasting and positive impression.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Organizational Skills</b> <i>Uses time effectively, plans work, sets priorities, works to priorities, maximizes work time and doesn't let work assignments wait. Meets deadlines. Uses business systems to produce efficient work outputs.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Judgment I - Decision Making</b> <i>Ability to gather information, weigh/consider options, make decisions and anticipate potential impacts.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Judgment II – Crisis Response</b> <i>In crisis situations, assesses and takes appropriate action to resolve problems. Acts according to policy/protocols ensuring care; safely, collaboratively, and expeditiously.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Team Skills</b> <i>Works collaboratively and effectively with co-workers, other departments, jurisdictions, management and the public. Assists in cross-training/staff development. Other-centered.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Continuing Professional Education</b> <i>Actively pursues continuing education to increase knowledge, intellect and skills. Shares newly acquired knowledge with colleagues and for CPE ROI.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Leadership &amp; Supervision (If applicable)</b> <i>Provides direction/support to staff, learning opportunities, one-on-one coaching, regular performance feedback for performance improvement and recognition of positive performance.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>OVERALL RATING:</b>	Exceeds	Meets	DNM

### Goal Results

Goal Results from the performance period of: **2015**

1. List from previous evaluation document...
2. Then identify whether they: EXCEEDED – MET – DID NOT MEET the expectations set...
3. Next year you populate with Goals listed below in “Goals for the Next Performance Period” section.

### Evaluator Comments

*General Comments/Feedback on Annual Performance...which should explain ratings above...Hopefully you have been keeping a file on each employee's performance over the performance period. If so, you can confidently write the evaluation. Otherwise, you have a creative writing project ahead. Use the employee self-evaluation as a tool. If an employee takes the time to complete one and has kept a record of their annual performance, honor their input by including some of their inputs in this evaluation document.*

Ex...This employee met and often exceeded expectations. They demonstrated superior organization and execution skills...This employee did not meet expectations this year and will need to improve on-time performance, attendance and punctuality...

You can (and should) include a narrative which covers...

- ✓ Noteworthy or strong areas of performance (recognition)
- ✓ Areas requiring improved job performance (course-correction)
- ✓ How the individual has improved performance from the previous evaluation
- ✓ How successful they were in accomplishing goals set from the last evaluation?
- ✓ How effectively they were in working collaboratively to get results
- ✓ Time and/or attendance issues. This can also be positive...Ex...I appreciate Jack's being here on time, when scheduled. He is ultimately dependable.
- ✓ Were they in training mode as a new associate? Talk about their contributions, how they fit in and what they accomplished to let them know you have been paying attention.
- ✓ Developmental plans for future growth and opportunities for job enlargement.

*Project Evaluations...if you have done them on an interim basis...*

- *This employee's interim project evaluations could be included...*

**Summary / Concluding Thoughts...**

This is your opportunity to wrap-up the annual performance cycle with a short summary. It is the conclusion of your narrative and should wrap-up your comments and lead into the goals for the next performance period, which are in the next section.

Ex...It has been a great year for Jack. He has accomplished his goals, has grown tremendously and become an integral part of our operation. If Jack continues on this track and achieves the goals for the next performance cycle he will be on track for promotion to "X." It is my pleasure to work with Jack and watch his exponential growth and pride in doing good work that matters to our service population.

**Goals for the Next Performance Period**

**Goals for the performance period of January 1, 2015 through December 31, 2015:**

**Overall Goals:** *Customize for each associate. In a sentence or two, tell the associate what you want them to focus upon. It will likely be unique to job class and then the individual within it.*

Ex...for a new person it might be: build collegial relationships with co-workers.  
For a seasoned staff member it might be: to move out of your comfort zone and take on new assignments and challenging tasks.

**Job Knowledge/Skill**

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- New Goals will be added here
- 

**Work Quality**

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- New Goals will be added here
- 

**Fiscal Management**

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- New Goals will be added here
- Reviews budget and budget performance regularly, reallocating resources as necessary.
- Applies best efforts to meet budgets/budget constraints.
- Continually looks for opportunities for process improvements that will save time and financial resources of the Department and the County.
- Keeps Committee Chairperson informed of issues that are out-of-process and formulates course-correction to get back in-process.

**Dependability/Attendance/ Punctuality**

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- New Goals will be added here
  - Apply best efforts to meet time budgets/constraints.
  - Be on-time and ready work as scheduled.
  - Focus on work outputs during work time.
  - Minimize usage of electronic communication for non-work related purposes.
-

**Initiative (Advocacy/Continuous Improvement)**

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- New Goals will be added here
- 

**Communication**

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- New Goals will be added here (Written/Verbal/Public Speaking/Documentation)
- Communicates with Committee Chairperson frequently to keep them informed of progress toward expectations.
- 

**Organization/ Work Quantity/Planning/Organizing/ Productivity**

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- New Goals will be added here
- 

**Team Skills/Cooperation**

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- New Goals will be added here
- Work constructively and collaboratively with co-workers.

**Continuing Professional Education**

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- New Goals will be added here
- Create a 3-year education plan.
- Complete ?? hours of continuing education. (Ex. Computer skills...)
- Work toward/obtain ??? certification.

**Marketing/Public Relations/Culture**

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- New Goals will be added here
- Promote WC HR/CS positively and proactively.
- Present professional image at all WC HR/CS related assignments/functions.
- Participate in community activities...
- Build relationships with potential employees/prospects of WC...
- Facilitate utilization of Warren County services and programs.

**Leadership/Supervision (if applicable)**

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- New Goals will be added here
- Be a role model.
- Think like a leader and choose your behavior based upon your role.
- Provide staff/employees with higher-level perspectives on work-related matters.
- Direct and support the work of associates as necessary.
- Mentor staff on improving \_\_\_\_\_ skills.
- Actively participate in meetings.
- Be approachable and other-centered.

