

About STARS

STARS are the City's values:

SERVICE

TEAMWORK

ACCOUNTABILITY AND ETHICS

RESPECT FOR SELF AND OTHERS

SAFETY

These values define **how** we go about achieving a specific outcome. Although the STARS values are not rated on their own, they do factor into the rating for that outcome. For example, the employee may successfully complete an assigned project by the deadline. However, if in the process the employee is rude to the customer or alienates team members who are also working on the project, this employee deserves less than a "Successful" rating for that outcome.

Below is a more complete definition of the STARS values, along with questions you might use to guide a discussion with employees to help clarify how STARS relate to their day-to-day work. Other questions are designed to provide you with more information to help you support your employees in their implementation of these values. Feel free to add other questions to those suggested.

Customer Service

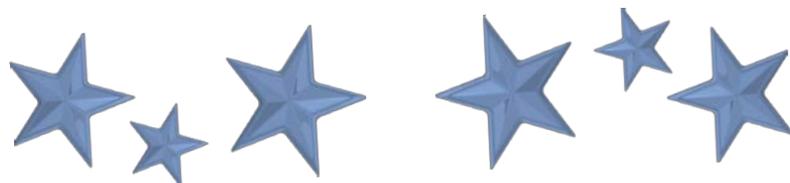
The work performed benefits customers (citizens, employees, officials, vendors, contractors). The goal is to continually exceed expectations by being proactive: identifying and meeting needs, working collaboratively to solve problems, developing and maintaining trusting, constructive relationships.

- Who is your customer?
- What do they need from you?
- How do you know that you're meeting or exceeding your customers' needs?
- What else do you need from me to better serve our customers?

Teamwork

Works cooperatively with others to achieve team goals. Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.

- What is your role on your team?
- What are your team goals?
- How do you contribute to your team goals?
- What else do you need from me to strengthen our team?



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About STARS *continued*

Accountability and Ethics

Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.

- How do you define accountability as it relates to work?
- Beyond the City's Ethics Code, what does work ethic mean to you?
- What sort of ethical dilemmas have you encountered and how have you handled them?
- What else can I do to foster an ethical and accountable culture?

Respect for Self and Others

Fosters an environment where creativity, innovation, interpersonal relations and teamwork are valued and appreciated. Whenever possible, actions are made after taking into consideration the distinct perspectives, interests, feelings, and needs of all parties concerned. Employees recognize the need to role model respect for differences that exist within the workplace and demonstrate, through their actions, that differences are an important source of innovation, progress, and interpersonal awareness.

- Where does our team struggle with acceptance of differences?
- What are your thoughts on making it better?
- What else can I do to foster more inclusion and acceptance?

Safety

Creates and maintains a safe work environment by taking action which prevents injury or harm to self, others, equipment and/or property.

- Are there gaps that we need to address in our current safety procedures that would minimize incidents?
- What can we do to anticipate and de-escalate potentially volatile situations?
- What can I do to increase your sense of safety?

