The five phases below describe proactive steps employees and managers can take to collaboratively manage performance to drive results. Additional tools and resources are available to support the City and County of Denver’s workforce at each stage.

**PHASE 1**
Priority and Goal Setting at the Organizational Level
Leadership establishes priorities, broad goals and targets for the entire organization for the year. These, in turn, inform individual’s performance goals.

**PHASE 2**
Establishing Performance and Development Goals
Employees collaborate with their managers to set performance and development goals for the year.

**PHASE 3**
Ongoing Check-ins Regarding Performance and Development
Employees and managers meet one-on-one on an ongoing basis to discuss performance and development feedback. Goals should be updated to reflect any changes.

**PHASE 4**
Performance Evaluation and Calibration
Employees and managers evaluate the employee’s performance. Leadership reviews ratings across the organization. This process ensures consistent use of the rating scale and equitable distribution of ratings across the organization.

**PHASE 5**
Year End Performance Discussion
Employees and managers meet to hold year end conversations about performance ratings.