

Performance Ratings Definitions

Rating STARS Goal

Use the definitions below as you evaluate the STARS goal. Provide specific examples to justify the given rating. For ratings over 3 Successful, the employee must satisfy all criteria of the preceding rating.

Rating	Rating Name	Definition
5	Exceptional	Demonstrated the STARS values by meeting all criteria of Exceeds Expectations plus: has impact beyond immediate scope.
4	Exceeds Expectations	Demonstrated the STARS values by meeting all criteria of successful plus: continually exceeds customer needs and expectations, serves as a STARS role model and coach throughout all business practices.
3	Successful	Demonstrated the STARS values by: continually meeting customer needs and expectations, working collaboratively to achieve team goals, following through on commitments and taking responsibility for results, treating others with consideration and demonstrating respect for differences, and creating and maintaining a safe work environment.
2	Below Expectations	Did not consistently demonstrate one or more of the STARS values. For example: customer service was lacking with either internal or external customers, behaviors negatively impacted team or department/agency, did not follow through on commitments or take ownership of outcomes, demonstrated lack of respect, or contributed to creating an unsafe work environment.
1	Unacceptable	Did not effectively demonstrate any STARS values.

Ratings - Extended Definitions

The examples below are suggestions and are not intended as an exhaustive list.

5 Exceptional

- **Service:** Creates and implements innovative processes to enrich the customer and/or employee experience. Inspires others to continuously improve service to others.
- **Teamwork:** Champions team spirit. Inspires others to work collaboratively. Prioritizes actions to support team goals ahead of individual goals.
- **Accountability & Ethics:** Initiates structural or systemic change to monitor and/or foster greater accountability and enhanced ethical practices in the organization to build public trust.
- **Respect for Self & Others:** Implements sustainable practices that help others demonstrate respect in all work activities.
- **Safety:** Initiates policies, procedures that enhance safety of work environment.

4 Exceeds Expectations

- **Service:** Anticipates and accommodates varying needs among customers. Employee regularly receives above average ratings on customer service surveys or feedback.
- **Teamwork:** Collaborates to achieve team goals. Takes on and successfully completes extra work to support the team. Proactively supports multiple teams beyond immediate workgroup.
- **Accountability & Ethics:** Proactively provides status updates, identifies challenges, and asks for necessary support. Admits mistakes and takes steps to prevent them from reoccurring. Actively holds others accountable to behave in an ethical manner.
- **Respect for Self & Others:** Treats others as they want to be treated. Honors the individuality of others. Maintains respectful demeanor in challenging or stressful situations.
- **Safety:** Proactively identifies potential hazards and makes recommendations for remediation. Actively creates an environment where employees feel safe to share opinions.

3 Successful

- **Service:** Identifies and meets customer expectations. Works collaboratively to solve problems and develops trusting constructive relationships with residents, employees, officials, vendors and contractors. Employee receives standard ratings on customer service surveys or feedback.
- **Teamwork:** Works cooperatively with others to achieve team goals. Actively fosters commitment and team spirit and works with others to meet business objectives.
- **Accountability & Ethics:** Follows through on commitments made and takes responsibility for results and subsequent outcomes. Contributes to maintaining the integrity of the organization and displays high standards of ethical conduct. Employee reports unethical conduct when it occurs, following required procedures.
- **Respect for Self & Others:** Treats others with consideration and high regard. Uses professional and courteous language and tone in all communication. Demonstrates respect for the differences that exist among customers and fellow employees so people feel valued and included.
- **Safety:** Meets safety standards. Follows reporting procedures when safety violations occur. Demonstrates behavior that supports an environment where employees feel safe to share opinions.

2 Below Expectations

- **Service:** Verbal and written communication to customers is unprofessional. Employee regularly receives below average ratings on customer service surveys.
- **Teamwork:** May disregard priorities in favor of less important tasks and often misses agreed upon deadlines. Sometimes selects easier tasks, and lets other team members do more complex tasks.
- **Accountability & Ethics:** Must be reminded that work items are waiting to be completed; misses deadlines. Employee fails to report unethical conduct where it occurs.
- **Respect for Self & Others:** Regularly does not interact respectfully with coworkers, superiors, and customers. Regularly uses unprofessional language and tone in verbal and written communication.
- **Safety:** Meets some but not all safety standards. When safety violations occur, employee neglects reporting procedures.

1 Unacceptable

- **Service:** Verbal and written communication to customers is frequently unprofessional and rude.
- **Teamwork:** Consistently selects easier tasks, and refuses to take on extra work when necessary.
- **Accountability & Ethics:** Consistently fails to complete work by deadlines.
- **Respect for Self & Others:** Regularly treats others disrespectfully, using unprofessional language in verbal and written communication.
- **Safety:** Regularly violates safety standards. When safety violations occur, employee neglects reporting procedures.

Citywide Performance Rating Definitions

These rating reflect performance outcomes for the previous year.

Rating	Rating Name	Definition
5	Exceptional	Consistently delivers outcomes rarely achieved by others. Always exceeds standards. This rating is a special commendation for the employee who offers truly outstanding overall performance.
4	Exceeds Expectations	Consistently exceeds expected job requirements and frequently surpasses established goals. Delivers outcomes that are superior majority of the time. This rating recognizes overall performance that consistently exceeds standards.
3	Successful	Consistently achieves expected job requirements and established goals. Employee is a solid contributor to the success of the department/agency and the City and County of Denver by completing expected outcomes.
2	Below Expectations	Meets many, but not all established goals and job requirements. Outcomes are generally less than expected, with improvement required in one or more specific area affecting their performance or behavior.
1	Unacceptable	Work does not meet job expectations in most, if not all, areas. This is considered a rating where significant improvements are immediately required in overall performance or behavioral competencies.

Ratings - Extended Definitions

5 Exceptional

Consistently delivers outcomes rarely achieved. Always exceeds standards. This rating is a special commendation for the employee who offered truly outstanding overall performance almost 100% of the time. This employee is a change champion, able to adapt and deliver better results to stakeholders, forward thinking, flexible.

- Consistently takes on and successfully completes extra work, such as projects and initiatives that are needed by the work unit or department/agency to address gaps. Examples include extra duties related to emergencies, covering vacant positions or personnel on leave, and new duties resulting from major changes in policy or procedures.
- Consistently displays initiative to improve processes, projects, or systems that enhance effectiveness or efficiency.
- Exerts notably more effort in self-development in ways that significantly benefit department/agency and its customers.
- Viewed as a role model, mentor, and 'go to' by others both inside and outside primary work unit.
- Employee exceeds all or nearly all performance expectations.

- Examples include consistently championing departmental/agency goals and values, and consistently setting and achieving the highest standards for work product quality.
- Nearly always completes work ahead of schedule.

4 Exceeds Expectations

Consistently completes well above expected job requirements and outcomes. Activity that is superior most the time. Assigned goals are exceeded. This rating recognizes overall performance that consistently exceeds standards.

- Employee takes on and successfully completes extra work, such as projects and initiatives that are needed by the work unit or department/agency to address short-term gaps. Examples include extra duties related to emergencies, covering vacant positions or personnel on leave, and new duties resulting from major changes in policy or procedures.
- Demonstrates ability to take responsibility for his/her own self-development in ways above and beyond that offered by the city.
- Presents multiple examples of training and mentoring others to become more successful in their jobs.
- Models the city values. Presents multiple examples of taking initiative consistently and driving innovations to improve processes, projects, or systems that enhance effectiveness or efficiency.
- Employee meets all and exceeds most of the established performance expectations and behavioral competencies.
- Regularly completes multiple work items ahead of schedule.

3 Successful

Consistently achieves performance standards. Employee is a strong contributor to the success of the department/agency and the City and County of Denver. This overall rating indicates entirely solid job performance, where some performance may exceed standards. Active collaborator and team player, this is a performance rating to be proud of.

- Takes on and successfully completes extra work when asked, such as projects and initiatives that are needed by the work unit or department/agency to address short-term gaps. Examples include extra duties related to emergencies, covering vacant positions or personnel on leave, and new duties resulting from major changes in policy or procedures.
- May demonstrate examples of taking initiative and driving innovation.
- May demonstrate example(s) to take responsibility for his/her own self-development in ways above and beyond what is offered by the city.
- Participates and contributes valuable ideas when asked to improve processes, projects or systems that enhance effectiveness or efficiency.

- Presents examples of training and mentoring others to become more successful in their jobs.
- Employee meets all, and may exceed some, performance expectations and behavioral competencies.
- Able to adapt to some change.
- Satisfactorily achieves all assigned goal.
- Completes items within the agreed upon time frames.

2 Below Expectations

Meets some, but not all job requirements. Outcomes are generally less than expected, with improvement required in one or more specific area affecting their performance or behavior.

- Has errors in his/her work even after multiple coaching sessions and may have a PIP in place to address accuracy issues.
- Has to be reminded that work items are waiting to be completed; misses deadlines.
- May disregard priorities in favor of less important tasks and often misses agreed upon deadlines.
- May select the easier tasks, and lets other team members do the more complex tasks.
- Achieves results, but does not exhibit adherence to city or department/agency behavioral competencies. in doing so.
- Employee meets some but does not meet all performance expectations.
- Not fully competent in current role. Does not meet job expectations.

1 Unacceptable

Work does not meet expectations in most, if not all, areas. This is considered a rating where major improvements are required in overall performance or behavioral competencies to retain employment.

- Does not complete critical work even after being coached or disciplined.
- Continually has errors in his/her work.
- Work is inconsistent with ongoing errors, and must be distributed to other staff to ensure department/agency goals can be met.
- Employee does not meet all or most of the established performance expectations.