

Job Success Factors – Rating Guide

Job Success Factor	Does not meet	Meet	Exceed	Exceptional
<p>Customer Focus Meets the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.</p>	<p>Does not recognize internal and external customers. Does not demonstrate courtesy, empathy and respect with customer. Does not offer options. Quick to say “no” to a complicated request. Not effective at handling criticism, complaints, and special requests from customers. Customers do not have confidence that employee can provide accurate information or help them solve problems.</p>	<p>Interacts with customers with courtesy and respect. Leaves a positive impression. Identifies and responds to customer needs and expectations in a timely and effective manner. Listens to concerns and responds to requests appropriately. Uses customer feedback to improve service. Customers have confidence that employee can provide accurate information and solve problems.</p>	<p>Demonstrates sensitivity, genuine courtesy, empathy and respect with all customers. Assumes full responsibility for meeting and exceeding customer expectations. Anticipates customer needs and interests and prepares to meet them. Actively solicits customer feedback to use for continuous improvement. Customers frequently seeks employee out.</p>	<p>Produces a significant and positive impact or a unique and extraordinary contribution to the success of the City. <i>Please describe the impact or contribution.</i> Delivers exceptional customer service to both internal and external customers. Customer interactions far exceed expectations. Serves as a model for great customer service. Contributes to the department’s and City’s reputation as Customer-Focused.</p>
<p>Functional/Technical Skills has the functional and technical knowledge and skills to do the job.</p>	<p>Employee’s job knowledge and skill are inadequate and not good enough to consistently produce quality work. Does not keep technical or functional skills up-to-date. Does not take advantage of learning opportunities offered. Cannot answer technical questions. Employee keeps information to themselves and does not share knowledge.</p>	<p>Consistently demonstrates the job skills needed to do the job required at the expected standard. Maintains the appropriate skill set. Takes advantage of learning opportunities offered. Gives satisfactory answers to job-related questions. Willing to share knowledge and tips.</p>	<p>Actively seeks ways to build the skills needed to deliver work that exceeds standards. Well-developed skills allow the employee to produce results efficiently Willing to learn new technology. Employee is the primary resource person for others. Employee is adept at transferring knowledge.</p>	<p>Produces a significant and positive impact or a unique and extraordinary contribution to the success of the City. <i>Please describe the impact or contribution.</i> Seen as an expert by others inside and outside the City. Knowledge is deep, far-reaching, and complete. Is an ideal leader in their field. Models what it means to be an expert.</p>
<p>Quality of Work Quality of goods and services produced in terms of errors, waste and rework required to meet standards.</p>	<p>Produces work that is below the quality standard, and contains frequent and unacceptable errors. Work requires correction before it can be used and then sometimes doesn't meet minimum quality standards or specifications.</p>	<p>Quality of work is fully acceptable with very few errors and very little waste of time or resources. Can be depended on to perform at the quality standard required. Pays attention to detail; sees jobs through to completion.</p>	<p>Regularly produces work that is of uniformly high quality, typically error free and rarely requires rework. Can reliably do things right the first time. The quality of the work is among the best.</p>	<p>Produces a significant and positive impact or a unique and extraordinary contribution to the success of the City. <i>Please describe the impact or contribution.</i> Produces the highest quality work that consistently exceeds expectations. Employee’s work is error free. Sets the quality standard for other employees.</p>

Job Success Factor	Does not meet	Meets	Exceeds	Exceptional
<p>Productive Work Habits The extent to which overall work style is effective and productive in terms of using time and resources, knowing priorities, getting the work done, and following through. Follows policy and procedures. Complies with safety practices. Arrives at work as scheduled and ready to work.</p>	<p>Disorganized and unproductive in their work. Is late, absent, or wastes time. Follow-through is inconsistent and unacceptable. Frequently offers excuses when work is not acceptable or not completed on time. Fails to see how their bad work habits affect others.</p>	<p>Consistently productive and organized. Sets priorities, manages time and gets the work done as expected. Follows through. Steps up when there is additional work to be done. Conscientious about being on time. Makes prudent use of resources. Uses own time and the time of others effectively. Follows policy and procedures.</p>	<p>Very efficient in planning and executing work. Willing to take on a challenge. Can be depended upon to get the work done. Allocates resources to best address needs and priorities. Follows policy and procedures.</p>	<p>Produces a significant and positive impact or a unique and extraordinary contribution to the success of the City. <i>Please describe the impact or contribution.</i> Extremely efficient in planning and executing work. Obtains and allocates resources creatively and in an effective and efficient manner. Is the model of effective and efficient work habits.</p>
<p>Peer Relationships Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candid with peers.</p>	<p>Tends to alienate co-workers. Insists on working with some people but cannot work with others. Not a team player. Withholds information, news or resources and is slow to offer assistance. Disrespectful to others. Will problem solve with peers only if it is in employee's self-interest. Not always honest with others.</p>	<p>Works well with others. Treats others with respect and consideration. Is an effective team player who adds complementary skills and contributes valuable ideas, opinions and feedback. Listens to peers' viewpoints and respects their needs. Respected for commitment and willingness to help the group succeed. Finds common solutions.</p>	<p>Shows sensitivity to the needs, feelings and capabilities of others. Typically works well with everyone. Regarded as a valuable team member. Respects others' viewpoints and needs. Values others' strengths and contributions. Very good at finding common solutions to problems. Knows how much information may be shared without betraying confidences.</p>	<p>Produces a significant and positive impact that inspires others to reciprocate. <i>Please describe the impact or contribution.</i> Outstanding at collaboration. Excels at finding common ground. Interacts well with any group of people. Often sought out to work on major projects and cross-department initiatives. Creates win-win solutions. Is a model for working well with others.</p>
<p>Self-Knowledge Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback; gains insights from mistakes; is open to performance feedback; is not defensive; is receptive to talking about shortcomings; looks forward to balanced performance reviews and career discussions.</p>	<p>Does not see self-accurately or objectively. Becomes closed and defensive when receiving feedback. Employee seeks only positive feedback. Doesn't accept criticism. Does not admit mistakes but rather makes excuses or blames others. Does not learn from their mistakes. Unaware of how they come across to others.</p>	<p>Knows what they are good at, average at and bad at. Open to feedback from a variety of sources. Willing to engage in frank discussions about their performance. Admits mistakes. Aware of how people respond to them and can accurately describe how they are perceived.</p>	<p>Can identify their limitations as well as established skills. Can use strengths without seeming arrogant. Actively seeks feedback from a variety of sources. Open to criticism. Freely admits mistakes without making excuses and learns from mistakes. Is highly aware of how they are perceived.</p>	<p>Produces a significant and positive impact or a unique and extraordinary contribution to the success of the City. <i>Please describe the impact or contribution.</i> Employee's insight and openness to feedback is a model for others. Sees mistakes as learning opportunities. Alert to how they are perceived.</p>