City Job Success Factors – Rating Guide

Job Success Factor	Does not meet	Meets	Exceeds
Cultural Agility Demonstrates an awareness of, and sensitivity to, the needs and concerns of individuals from different perspectives, cultures and backgrounds. These differences may include education, job preference, work style, race, gender, country of origin, disability, age, sexual orientation, gender identity, etc. Respects differences and adjusts behavior and communication style to best meet the needs of the group or individual. Accepts one's own cultural identify and sees the value of other points of view.	Rarely aware of cultural differences and complexities. Maintains a point of view based solely on their own cultural values and practices. Disregards or discounts different perspectives. Ignores learning about other cultures or perspectives. Relies on stereotypes and broad generalizations. Makes insensitive remarks.	Generally aware of cultural differences in the workplace and views them with an open mind. Adjusts behavior and communication style when interacting with those from other perspectives, backgrounds, and cultures. Makes others feel included and respected. Can see things from their *own* **and** from *other's* point of view. Takes time to learn about cultural differences and commonalities. Recognizes own biases and strives to manage them. Minimizes cross-cultural misunderstandings.	Regularly aware of cultural differences in the workplace. Demonstrates superior skill in bridging cultural differences. Helps others develop cross cultural awareness and communication skills. Recognizes cross-cultural misunderstandings and makes an effort to correct. Considers cultural differences when influencing change. Integrates knowledge about diverse individuals and groups of people into day-to-day operations.
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.	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.	Demonstrates sensitivity, courtesy, empathy and respect when interacting with customers, leaving a positive impression. Identifies customer needs and expectations and responds to them 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.	Always demonstrates sensitivity, genuine courtesy, empathy and respect even in difficult situations. Frequently gets complimentary notes and comments from customers. Always assumes full responsibility for meeting and exceeding customer expectations. Anticipates customer needs and interests and prepares to meet them. Actively solicits feedback to use for continuous improvement. Customers frequently seeks employee out.
Functional/Technical Skills Has the functional and technical knowledge and skills to do the job.	Employee's job knowledge and skill level are inadequate and not good enough to consistently produce quality work. Does not work on keeping his 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.	Employee's level of skill is generally sufficient for their role. Employee has the job skills needed to do their job at the expected standard. Is able to maintain the appropriate skill set. Takes advantage of learning opportunities offered. Gives satisfactory answers to job-related questions. Takes advantage of various opportunities to share knowledge, tips, success stories and lessons learned.	Employee uses their skills professionally, knows what to do, and delivers work that exceeds standards. Results are always thorough and accurate. Takes advantage of learning opportunities and actively suggests ways to continue developing skills. Willing to learn a new technology. Employee is the one everyone goes to when they have a real problem. Employee is adept at transferring knowledge.

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Quality of Work Quality of goods and services produced in terms of errors, waste and rework required to meet standards.	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.	Produces work that is of fully acceptable quality -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 and sees jobs through to completion.	Produces uniformly high quality work that is error free and requires little or no rework. Always does things right the first time. The quality of the work is always among the best.
Productive Work Habits The extent to which overall work style is effective and productive in terms of time management, setting objectives and priorities, and following up on commitments across a variety of work challenges.	Disorganized and unproductive in their work. Is late, absent, or wastes time. Employee's follow-through is inconsistent and unacceptable. Frequently offers excuses when work is not acceptable or completed on time. Fails to accept and acknowledge how own actions affect others.	Consistently productive and organized. Sets priorities, manages time, and gets the work out. Follows through. Notices when there is work to be done and steps up to take action when it is safe and practical to do so. Conscientious about being on time. Ensures effective and prudent use of resources.	Very efficient in planning and executing work. Few challenges that employee can't handle. Can be depended upon to get the work done. Always steps up when needed. Allocates resources to best address needs and priorities and takes steps to ensure that they last as long as possible.
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.	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.	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. Earns respect for commitment and willingness to help the group succeed. Tries to find common solutions.	Shows an outstanding sensitivity to the needs, feelings and capabilities of other people. Recognizes and shows respect for the strengths and contributions of others. Brings out the best in others. Respects others' viewpoints and needs. Very good at finding common solutions to problems. Knows how much information may be shared without betraying confidences.
Self-Knowledge Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback; gains insights from mistakes; is open to criticism; is not defensive; is receptive to talking about shortcomings; looks forward to balanced performance reviews and career discussions.	Does not see themselves 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.	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. Doesn't hide from mistakes, but sees them as learning opportunities. Aware of how people respond to them and can accurately describe how they are perceived.	Can identify their limitations as well as established skills. Can use strengths without becoming arrogant. Actively seeks feedback from a variety of sources to get a better understanding of themselves. Open to criticism. Always admits mistakes without making excuses and learns from mistakes. Is highly aware of how they are perceived.