

Performance Management Standardization



COLORADO

**Department of Personnel
& Administration**

Descriptions of 5-Point Rating Scale

Level 5: Exceptional Employees at this level consistently make extraordinary contributions through superior performance on key goals, serve as a role model of organizational values, and contribute significantly to the mission of the Department. Peers, immediate supervisors, higher-level management, and others recognize and depend upon the employee's level of performance. An extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity, and initiative is exhibited at this level. The employee demonstrates exceptional job mastery in all major areas of responsibility and their contributions to the organization are of marked excellence.

Level 4: Highly Effective Employees at this level demonstrate highly effective performance by making significant contributions and impact on the goals of the Department. The employee consistently models organizational values to others and performance at this level exceeds the expectations of their position. Colleagues rely on these employees for advice on process or subject matter expertise. All goals, objectives, and targets are consistently achieved above the established standards.

Level 3: Effective Employees at this level reliably and consistently meet all the expectations, standards, requirements, and objectives of the employee's position. They demonstrate organizational values, along with a willingness and ability to grow for the benefit of the Department. At this level, performance meets expectations in terms of quality of work, efficiency, and timeliness with the most critical goals being met.

Level 2: Needs Improvement At this level, employee performance and/or behavior do not consistently meet minimum expectations of what is expected of the employee's position. While the employee shows capability and willingness to progress, they may require development in a key skill area(s) to be fully effective in the role. Employee's failure to exhibit marked improvement may result in performance management.

Level 1: Unacceptable At this level, employee performance and/or behavior do not meet minimum job expectations of the position. The employee does not meet key goals and/or does not demonstrate competence in critical job skills. Immediate and sustained performance improvement is needed. Employee's failure to exhibit immediate marked improvement will result in corrective and/or disciplinary action.