



**PEOPLE MANAGER CRITERIA GUIDE**

CRITERIA	BELOW TARGET	ON TARGET	ABOVE TARGET
<p><b><u>GOAL ACCOMPLISHMENT</u></b>  <b>Achieves organizational, department, and individual work goals.</b></p>	<ul style="list-style-type: none"> <li>• Fails to consistently prioritize and achieve organizational, department, and individual expected goals, within control, in planned timelines.</li> <li>• Has difficulty focusing on critical issues; wastes time and fails to use resources effectively to achieve quality output.</li> <li>• Makes little or no effort to identify or enable employees to achieve work goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently achieves all goals within control, in planned timelines.</li> <li>• Analyzes and prioritizes critical problems; stays focused on critical problems until they are successfully resolved.</li> <li>• Effectively collaborates with employees to identify work goals, provides resources and support, and assists with remedying problems and barriers that impede goal achievement.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently exceeds expectations on all goals within control, in planned timelines. Consistently seeks value-added opportunities for new responsibilities and challenges for self and team.</li> <li>• Consistently aligns decisions and actions with organizational and department goals and initiatives.</li> <li>• Empowers and enables employees to explore and consistently achieve high-value contributions to the organization.</li> </ul>
<p><b><u>ENTERPRISE CONTRIBUTOR</u></b>  <b>Enhances individual work by soliciting contributions from others, and enhances others' work by contributing to their success to more effectively meet organizational goals.</b></p>	<ul style="list-style-type: none"> <li>• Does not consistently demonstrate interest in or ability to collaborate and share information with others to deliver results.</li> <li>• Fails to develop and maintain successful relations with others. Can be unduly critical and/or uncooperative.</li> <li>• Is reluctant to participate or have employees participate on cross-organizational initiatives or work groups.</li> <li>• Does not encourage or hold employees accountable for collaborating with others to achieve improved outcomes.</li> </ul>	<p>Ensures self and employees:</p> <ul style="list-style-type: none"> <li>• Coordinates individual work with that of others to achieve improved outcomes.</li> <li>• Actively and effectively contributes to the success of work partners and the organization. Participates on cross-organizational initiatives or work groups.</li> <li>• Prioritizes tasks based on contribution to the organization and follows through to ensure others can complete their work.</li> <li>• Shares ideas, information, skills, and knowledge; listens to others; maintains a positive attitude.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently develops opportunities for self, employees, and work partners to improve work outcomes. Takes the lead in involving others and in promoting a spirit of mutual support.</li> <li>• For self and employees, anticipates information needed, and stimulates sharing information and current trends. Empowers team members to improve.</li> <li>• Demonstrates superior interpersonal skills, is collaborative and respected by others, and is sought after to participate in or lead cross-organizational work groups.</li> </ul>
<p><b><u>INNOVATION</u></b>  <b>Uses knowledge and professional experience to improve efficiencies and work outcomes.</b></p>	<ul style="list-style-type: none"> <li>• Fails to demonstrate flexibility in adapting to change within the organization.</li> <li>• Has a narrow perspective that prevents them from planning ahead or considering alternative solutions that would improve operations.</li> <li>• Discourages and/or is not open to other's creative suggestions.</li> </ul>	<ul style="list-style-type: none"> <li>• Proactively identifies opportunities to improve efficiencies and work outcomes and engages employees and others to accept and adopt changes.</li> <li>• Demonstrates an open mind and positive attitude to new ideas and opportunities for improvements.</li> <li>• Creates an environment that encourages employee change, brainstorming, and appropriate risk-taking.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently excels in creative thinking and developing new perspectives. Challenges conventional and low-value practices, and encourages and sometimes leads changes that enhance effectiveness.</li> <li>• Anticipates, initiates and champions changes and innovations to maximize engagement and work results.</li> <li>• Empowers and enables employees and work partners to explore and implement value-added change opportunities.</li> </ul>
<p><b><u>JOB MASTERY</u></b>  <b>Demonstrates knowledge, skills, and abilities that result in high performance and contributions.</b></p>	<ul style="list-style-type: none"> <li>• Does not consistently demonstrate core job knowledge and competencies required to perform job functions effectively.</li> <li>• Does not effectively manage, actively develop, or support application of job-related learning to improve own, individuals, or team performance.</li> <li>• Makes little to no effort to engage or empower employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently demonstrates core job knowledge, skills, and abilities to effectively perform job functions. May occasionally exceed expected performance.</li> <li>• Effectively pursues opportunities to improve current skillset or obtain new skills, and applies them to enhance work.</li> <li>• Effectively engages and empowers employees by managing individuals and team performance, accountability, change, development, and recognition.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently role models and exhibits mastery of: core job knowledge and functions, management responsibilities; and continually proposes enhancement recommendations in current job and new work opportunities.</li> <li>• Is sought out as a subject matter expert, mentor, or advisor.</li> <li>• Consistently manages and empowers team and organization to highest levels of employee engagement: work satisfaction, performance, contributions, and commitment to the organization.</li> </ul>

