## INDIVIDUAL CONTRIBUTOR CRITERIA GUIDE

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>BELOW TARGET</th>
<th>ON TARGET</th>
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</table>
| JOB MASTERY               | • Does not consistently demonstrate core job knowledge and competencies required to perform job functions effectively.  
                           | • Makes little to no effort to improve current skills or obtain new skills. | • Consistently demonstrates core job knowledge, skills, and abilities to effectively perform job functions. May occasionally exceed expected performance.  
                           |                                                                           | • Effectively pursues opportunities to improve current skillset or obtain new skills, and applies them to enhance work. | • Consistently role models and exhibits mastery of: core job knowledge and functions, responsibilities, and continually proposes enhancement recommendations in current job and new work opportunities.  
                           |                                                                           |                                                                           | • Is sought out as a subject matter expert, mentor, or advisor.             |
| GOAL ACCOMPLISHMENT       | • Fails to consistently achieve expected goals, within control, in planned timelines.  
                           | • Has difficulty focusing on critical issues; wastes time and fails to use resources effectively to achieve quality output. | • Consistently achieves all goals within control, in planned timelines.  
                           |                                                                           |                                                                           | • Analyzes and prioritizes critical problems; stays focused on critical problems until they are successfully resolved. | • Consistently exceeds expectations on all goals within control, in planned timelines.  
                           |                                                                           |                                                                           | • Consistently seeks value-added opportunities for new responsibilities and challenges.  
                           |                                                                           |                                                                           | • Consistently aligns decisions and actions with organizational and department goals and initiatives. |
| ENTERPRISE CONTRIBUTOR    | • Does not consistently demonstrate interest in or ability to collaborate and share information with others to deliver results.  
                           | • Fails to develop and maintain successful relations with others. Can be unduly critical and/or uncooperative.  
                           | • Is reluctant to participate on cross-organizational initiatives or work groups. | • Coordinates individual work with that of others to achieve improved outcomes.  
                           |                                                                           |                                                                           | • Actively and effectively contributes to the success of work partners and the organization. Participates on cross-organizational initiatives or work groups.  
                           |                                                                           |                                                                           | • Prioritizes tasks based on contribution to the organization and follows through to ensure others can complete their work.  
                           |                                                                           |                                                                           | • Shares ideas, information, skills, and knowledge; listens to others; maintains a positive attitude. | • Consistently develops opportunities for self and work partners to improve work outcomes.  
                           |                                                                           |                                                                           | • Takes the lead in involving others and in promoting a spirit of mutual support.  
                           |                                                                           |                                                                           | • Anticipates information needed, and stimulates sharing information and current trends.  
                           |                                                                           |                                                                           | • Empowers team members to improve. | • Demonstrates superior interpersonal skills, is respected by others, and is sought after to participate in or lead cross-organizational work groups. |
| INNOVATION                | • Fails to demonstrate flexibility in adapting to change within the organization.  
                           | • Has a narrow perspective that prevents them from planning ahead or considering alternative solutions that would improve operations. | • Proactively identifies opportunities to improve efficiencies and work outcomes and engages others to accept and adopt changes.  
                           |                                                                           |                                                                           | • Demonstrates an open mind and positive attitude to new ideas and opportunities for improvements. | • Consistently excels in creative thinking and developing new perspectives. Challenges conventional and low-value practices, and encourages and sometimes leads changes that enhance effectiveness.  
                           |                                                                           |                                                                           | • Anticipates, initiates and champions changes and innovations to maximize engagement and work results. |