PEOPLE MANAGER PERFORMANCE CRITERIA GUIDE
(Also applies to Merit Program)

PERFORMANCE COMPETENCIES	BELOW TARGET	ON TARGET	ABOVE TARGET
GOAL ACCOMPLISHMENT Achieves organizational, department, and individual work goals.	• Fails to consistently prioritize and achieve organizational, department, and individual 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. • Makes little or no effort to identify or enable employees to achieve work goals.	• Consistently achieves all goals within control, in planned timelines. • Analyzes and prioritizes critical problems; stays focused on critical problems until they are successfully resolved. • Effectively collaborates with employees to identify work goals, provides resources and support, and assists with remedying problems and barriers that impede goal achievement.	• 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. • Consistently aligns decisions and actions with organizational and department goals and initiatives. • Empowers and enables employees to explore and consistently achieve high-value contributions to the organization.
ENTERPRISE CONTRIBUTOR Enhances individual work by soliciting contributions from others, and enhances others' work by contributing to their success to more effectively meet organizational goals.	• 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 or have employees participate on cross-organizational initiatives or work groups. • Does not encourage or hold employees accountable for collaborating with others to achieve improved outcomes. • Exhibits conduct that is not consistent with maintaining a culture of civility, respect, and inclusivity, with no tolerance for abusive behavior or bullying.	Ensures self and employees: • 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. • Maintains a culture of civility, respect, and inclusivity, with no tolerance for abusive behavior or bullying.	• 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. • For self and employees, anticipates information needed, and stimulates sharing information and current trends. Empowers team members to improve. • Demonstrates superior interpersonal skills, is collaborative and respected by others, and is sought after to participate in or lead cross-organizational work groups. • Creates and models a culture of civility, respect, and inclusivity, with no tolerance for abusive behavior or bullying.
INNOVATION Uses knowledge and professional experience to improve efficiencies and work outcomes.	• 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. • Discourages and/or is not open to other's creative suggestions.	• Proactively identifies opportunities to improve efficiencies and work outcomes and engages employees and others to accept and adopt changes. • Demonstrates an open mind and positive attitude to new ideas and opportunities for improvements. • Creates an environment that encourages employee change, brainstorming, and appropriate risk-taking.	• 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. • Empowers and enables employees and work partners to explore and implement value-added change opportunities.
JOB MASTERY Demonstrates knowledge, skills, and abilities that result in high performance and contributions.	• Does not consistently demonstrate core job knowledge and competencies required to perform job functions effectively. • Does not effectively manage, actively develop, or support application of job- related learning to improve own, individuals, or team performance. • Makes little to no effort to engage or empower employees.	• 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. • Effectively engages and empowers employees by managing individuals and team performance, accountability, change, development, and recognition.	• 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. • Is sought out as a subject matter expert, mentor, or advisor. • Consistently manages and empowers team and organization to highest levels of employee engagement: work satisfaction, performance, contributions, and commitment to the organization.