

# INDIVIDUAL CONTRIBUTOR PERFORMANCE CRITERIA GUIDE

(Also applies to Merit Program)

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PERFORMANCE COMPETENCIES	BELOW TARGET	ON TARGET	ABOVE TARGET
<p><b>GOAL ACCOMPLISHMENT</b> Achieves organizational, department, and individual work goals.</p>	<ul style="list-style-type: none"> <li>• Fails to consistently achieve 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> </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> </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.</li> <li>• Consistently aligns decisions and actions with organizational and department goals and initiatives.</li> </ul>
<p><b>ENTERPRISE CONTRIBUTOR</b> Enhances individual work by soliciting contributions from others, and enhances others' work by contributing to their success to more effectively meet organizational goals.</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 on cross-organizational initiatives or work groups.</li> <li>• Exhibits conduct that is not consistent with maintaining a culture of civility, respect, and inclusivity, with no tolerance for abusive behavior or bullying.</li> </ul>	<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> <li>• Maintains a culture of civility, respect, and inclusivity, with no tolerance for abusive behavior or bullying.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Anticipates information needed, and stimulates sharing information and current trends. Empowers team members to improve.</li> <li>• Demonstrates superior interpersonal skills, is respected by others, and is sought after to participate in or lead cross-organizational work groups.</li> <li>• Creates and models a culture of civility, respect, and inclusivity, with no tolerance for abusive behavior or bullying.</li> </ul>
<p><b>INNOVATION</b> Uses knowledge and professional experience to improve efficiencies and work outcomes.</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> </ul>	<ul style="list-style-type: none"> <li>• Proactively Identifies opportunities to improve efficiencies and work outcomes and engages others to accept and adopt changes.</li> <li>• Demonstrates an open mind and positive attitude to new ideas and opportunities for improvements.</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> </ul>
<p><b>JOB MASTERY</b> Demonstrates knowledge, skills, and abilities that result in high performance and contributions.</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>• Makes little to no effort to improve current skills or obtain new skills.</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> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Is sought out as a subject matter expert, mentor, or advisor.</li> </ul>