<table>
<thead>
<tr>
<th>PERFORMANCE COMPETENCIES</th>
<th>BELOW TARGET</th>
<th>ON TARGET</th>
<th>ABOVE TARGET</th>
</tr>
</thead>
</table>
| **GOAL ACCOMPLISHMENT**  | • 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** | • 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** | • 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** | • 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 or 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. |