



PEOPLE MANAGER CRITERIA GUIDE

CRITERIA	BELOW TARGET	ON TARGET	ABOVE TARGET
<p><u>JOB MASTERY</u> Demonstrates knowledge, skills, and abilities that result in high performance and contributions.</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.
<p><u>GOAL ACCOMPLISHMENT</u> Achieves organizational, department, and individual work goals.</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.
<p><u>ENTERPRISE CONTRIBUTOR</u> 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"> 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. 	<p>Ensures self and employees:</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.
<p><u>INNOVATION</u> Uses knowledge and professional experience to improve efficiencies and work outcomes.</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.