



INDIVIDUAL CONTRIBUTOR CRITERIA GUIDE

CRITERIA	BELOW TARGET	ON TARGET	ABOVE TARGET
<p><u>GOAL ACCOMPLISHMENT</u> Achieves organizational, department, and individual work goals.</p>	<ul style="list-style-type: none"> • 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. 	<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. 	<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. • Consistently aligns decisions and actions with organizational and department goals and initiatives.
<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 on cross-organizational initiatives or work groups. 	<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 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.
<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. 	<ul style="list-style-type: none"> • 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. 	<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.
<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. • Makes little to no effort to improve current skills or obtain new skills. 	<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. 	<ul style="list-style-type: none"> • 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.

