

MCC Job Success Factors - Individual Contributors

Rating Guidelines

	Does Not Meet	Meets	Exceeds	Exceptional
<p>Action Oriented Enjoys working hard, is action oriented and full of energy for the things he/she sees as challenging, not fearful of acting with a minimum of planning and seizes more opportunities than others.</p>	<p>Doesn't step up to challenges but instead waits for someone else to take the lead. Hesitates, procrastinates, and brings up objections to doing anything. Spends too much time planning or working out minor details. Doesn't handle problems in a timely fashion. Misses important deadlines and opportunities and occasionally has to be directed to act.</p>	<p>Is action oriented and full of energy for things they see as challenging. Volunteers to take on new work, and adjusts style when necessary to meet aggressive time deadlines. Pitches in when needed. Can be counted on to address and resolve problems. Takes timely action. Assumes personal responsibility and carries out important tasks with minimal supervision.</p>	<p>Initiative is very impressive. When they see a need or opportunity, they are one of the first to step up and act. Is on the lookout for ways to enhance their area. Initiates activities without being told to do so. Quickly assumes ownership of even the most challenging problems. Pursues and tackles problems with a sense of urgency. Is willing to make independent choices and always accepts responsibility for the outcome of their decisions and actions.</p>	<p>Knocks out tasks with high energy, initiative, and drive. Willingness to assume risk and take action is exemplary. Has tremendous skill in spotting opportunities. Has a great sense of personal responsibility and takes ownership of problems. Is highly motivated and always willing to take independent action. Actions start the ball rolling and help create tremendous momentum. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>
<p>Composure Is cool under pressure, does not become defensive or irritated when times are tough, is considered mature, can be counted on to hold things together during tough times, and is a settling influence in a crisis.</p>	<p>Loses composure in high-stress situations. When the going gets tough, they become less effective. Lets stress break their composure and ends up saying or doing things that aren't appropriate, or freezes. Can be defensive at times when faced with criticism or blocks. Sometimes lets their composure slip rather than staying cool and dealing with the situation constructively. Loses composure, which in turn unsettles others.</p>	<p>Good at staying calm under pressure. Is able to keep composure and focus on the business at hand, even when the stress is running high. Handles the unexpected well. Majority of the time, they keep a cool head and doesn't let themselves get knocked off balance. Is good at coping with frustration when they find themselves criticized or blocked. Keeps composure and tackles the situation in a positive manner.</p>	<p>Is very good at staying calm under pressure. Is great at handling the unexpected. Stays cool and calm and doesn't let the unexpected reduce effectiveness or divert from agenda. Does an excellent job of remaining poised and composed when faced with criticism or blocks. Has a very calming effect on others in high-stress situations. Approaches things coolly and projects a thoughtful and controlled attitude.</p>	<p>Handles pressure like a true professional. Composure is unbreakable. Is excellent at dealing with surprises. Is a pro at staying cool and calm when they are criticized or blocked. Never lets frustration get the upper hand, but instead keeps composure and addresses the situation in a constructive and mature way. Manages to keep everyone calm in high-stress situations. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>

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<p>Organizational Agility Can marshal resources to get things done, can orchestrate multiple activities at once to accomplish a goal, uses resources effectively and efficiently arranges information and files in a useful manner.</p>	<p>Spends very little time and effort building relationships outside of the formal ones. Is ineffective in connecting with people outside their group. Hasn't developed strong working relationships with others in the City. There have been many times when their work has floundered because they did not know whom to talk to, where to go outside of their own group. Does not recognize times when it's necessary to accommodate different groups or people or is unwilling to make adjustments to smooth over political situations.</p>	<p>Regularly goes out of their way to make personal connections with other key people in the City. Is well versed in the City's structure. Consistently shows that they can work with other people and groups and how to get around barriers when necessary. Knows how to work across the organization and get results on cross-unit projects. Understands the needs and operations of other groups and can get the cooperation needed to complete key projects.</p>	<p>Understands the City's culture and gets along well within it. Consequently, gets results outside of area by using their relationships. Understands who to talk to and what paths to follow. Is able to get things done where others have stumbled. Can identify the appropriate person to turn to when they need to get something done. Knows what's possible and impossible in the City.</p>	<p>Has developed an impressive informal network. Pretty much has a working, pick-up-the-telephone relationship with everyone who counts in the City. Knows how to work through formal channels as well as how to maneuver through the informal ones. Because they understand and are sensitive to the needs and operations of other units, they can get the consensus and support needed to complete key projects. Has an impressive understanding of the political and cultural landscape of the City. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>
<p>Integrity and Trust Is widely trusted, is seen as a direct, truthful individual, can present the unvarnished truth in an appropriate and helpful manner, keeps confidences, admits mistakes and doesn't misrepresent him/herself for personal gain.</p>	<p>Is not trusted by others. Has, on several occasions, been unable to keep promises and has violated some confidences. Doesn't always use discretion with sensitive information and at times is too quick to pass along things not intended for other ears. Often fails to clarify what is confidential and what is not. Has trouble taking a clear stand on issues. Rather than shouldering the responsibility or trying to mend the situation, they shift the blame or deny the error.</p>	<p>Is widely trusted by people in the City. Keeps word and is very good at respecting appropriate confidences. Others feel comfortable sharing information with them. Uses discretion when dealing with sensitive information. Is careful to keep confidential or proprietary information secure. Is very open and honest about their motives and actions. Is straightforward and honest when they make a mistake or something doesn't go as planned. Promptly steps up and takes responsibility.</p>	<p>Is trusted by virtually everyone in the City. Knows very well how to keep a confidence, which makes people comfortable sharing information with them. People know they are a person of their word. Makes sure to know up front if something is off-the-record and takes care not to betray any confidences. Is very conscious about expressing motives, actions, and agendas and is considered to be very open and honest. Can be counted on to take personal responsibility for what happens.</p>	<p>Is one of the most trusted people in the City. Is scrupulous about respecting confidences, and this makes everyone completely comfortable sharing information. Is a model of discretion and is crystal clear on the importance of keeping proprietary or confidential information secure. Always expresses motives and actions and takes great pride in being open and honest. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>