

TMG Achievement Program

Key features:

- Considers achievement of work objectives, leadership capabilities, and individual development and results in an overall rating.
- Promotes and recognizes excellence of our TMG leaders.
- Supports and encourages a culture of high performance, growth of leadership capabilities and potential, and ongoing individual development.
- Achievement objectives and expectations are tied to the University's mission, vision, values and strategic direction.
- Encourages engagement in behaviours and achievement of results that facilitate meeting University and departmental objectives.
- Encourages use of evidence-based assessments.
- Provides a clear and understandable framework describing levels of achievement.
- Supports our pay for performance philosophy and is an integral component in our merit allocation program.

Achievement Levels and Definitions:

The TMG Achievement Program recognizes three levels of achievement, as described in the table below. Using these descriptions, supervisors will be able to articulate to employees at all levels what it takes to achieve excellence, to accomplish major goals, and to make unique contributions worthy of the highest level ratings. Achievement level descriptions relate to work objectives, leadership capabilities and individual development and one rating reflective of overall achievement is to be assigned.

Achievement Levels and Definitions of the Overall Rating			
Overall	Achieving	Successful	Outstanding
Overall	Achievements are stronger in some aspects of the job than others. Proficiently delivers core functions of the role with opportunities to improve overall consistency and approach. Demonstrates some leadership behaviours in support of the university's strategy. Contributes to the achievement of departmental objectives.	Achievements meet and occasionally exceed expectations and requirements of the role. Consistently performs in a thoroughly proficient manner. Demonstrates effective leadership behaviours to enable and support the university's strategy. Positively contributes to the achievement of departmental objectives.	Achievements consistently exceed expectations. Makes outstanding contributions which maximize impact and influence beyond the scope of the role. Models exceptional leadership behaviours which enable and support the university's strategy. Significantly contributes to the achievement and advancement of departmental objectives.

Achievement Levels and Definitions of the Components that are to be Factored in to the Overall Rating			
	Achieving	Successful	Outstanding
Work Objectives	Meets the majority of expectations through demonstrated effort and utilization of their knowledge, skills and abilities. Growth in some areas is required.	Consistently achieves and occasionally exceeds work objectives and departmental goals through concerted efforts with results that add value and benefit the faculty, department and/or university.	Significantly and consistently exceeds expectations of work objectives and goals by producing a high quality and quantity of work that add value and consistently benefits the faculty, department and/or university.
Leadership Capabilities	Demonstrates some of the leadership capabilities identified for the incumbent's leadership level and exhibits many behaviours that align with the values and qualities of the university.	Demonstrates all leadership capabilities identified for the incumbent's leadership level and exhibits positive behaviours.	Excels at all leadership capabilities identified for the incumbent's leadership level and is seen as a model of exceptional leadership behaviour.
Individual Development	Requires improvement in being open to constructive feedback and seeking out opportunities for development.	Openly receives constructive feedback and takes advantage of opportunities for improvement and development.	Consistently seeks out constructive feedback and proactively engages in opportunities for improvement and development.