

People Leaders	1 Needs Improvement	2 Capable Leader	3 Superior Performance
Foster Safe Spaces	Fails to comply with Safety Fixes or has to be reminded to submit Safety Fixes; Fails to close Corrective Actions; >95% Monthly Safety Training completion for their area of responsibility; Direct reports are wary of communicating with them; Reactively communicates issues up and down the chain of authority.	Submits required Safety Fixes, complies with Safety Fixes; Closes Corrective Actions; >95% Monthly Safety Training completion for their area of responsibility; Creates space for direct reports to voice dissenting opinions; Demonstrates willingness to listen to direct reports concerns without fear of reprisal; Demonstrates mutual respect and purpose while interacting with others.	Helps others to comply with Safety Fixes; Safety fixes exceed minimum submission requirements; Assists peers and EHS team with closing Corrective Actions; Consistent 100% completion rate of Monthly Safety Training for their area of responsibility; Proactively communicates concerns up and down the chain of authority; Cultivates a safety culture of trust and authenticity
Create a Culture of Continuous Improvement	Unwilling or unable to visualize a better future; Satisfied with status quo; Resistant to change; Rarely suggests or implements improvements; Fails to provide or encourage professional development and learning for team; Struggles to identify and address inefficiencies or issues within processes	Dissatisfied with status quo; Adept at analyzing data and problem solving; Navigates change with team members; Regularly suggests improvement ideas to processes and workflows; Involves team members in identifying/implementing improvement initiatives; Encourages and provides opportunities for professional development and continuous learning; follows up on action plans until all changes are complete	Develops and communicates long-term vision for CI in their area of responsibility; Uses root cause analysis and problem solving to improve existing processes and standards; Leads Continuous Improvement initiatives or teams; Champions change by adopting and advocating for new methods or technologies; Fosters and exemplifies a culture of lifelong learning
Be Accountable	Blames others for shortcomings, misses, or failures; Makes excuses without bringing forward solutions; Struggles operating in ambiguity; Avoids taking responsibility for team actions and outcomes	Has a bias towards action; Sees tasks and projects through to completion in a timely manner; Accepts responsibility when things go wrong; Plans, organizes, and prioritizes workload;	Delivers results without sacrificing relationships; Submits timely and accurate reports of tasks and projects; Invites accountability by demonstrating initiative to follow up on company investments; Accepts responsibility and follows through on corrective actions
Coach and Communicate	Provides feedback irregularly or not at all; Struggles to convey ideas clearly, resulting in misunderstandings or errors; Shows minimum understanding or consideration for team member's perspectives or challenges; Avoids conflict or confrontation, allows problems to escalate.	Empowers direct reports to speak up; Conducts timely and bias-free performance reviews at prescribed times; Provides consistent performance feedback outside of performance reviews; Action plans include SMART goals; Provides consistent performance feedback outside of performance reviews. Action plans include SMART goals. Communicates ideas and expectations clearly, sets expectations of others and explains "WHY". Keeps team members informed. Demonstrates empathy.	Encourages ongoing training and education to continuously develop skills; Assists in removing barriers to development; Articulates vision that inspires confidence and action; Available and approachable for guidance and support; Builds strong, trusting relationships through consistently high levels of empathy; Skillfully addresses and resolves conflict; Turns challenges into growth opportunities
Set a Higher Standard	Performs tasks that should be completed by direct reports, instead of holding them accountable; Adequate contribution to department or team; Struggles to delegate; Poorly manages time; Can be inattentive to detail; Takes shortcuts	Delegates tasks appropriately without abdicating responsibility; Possesses skills and knowledge to perform job competently; Follows company policy; Is familiar with Employee Handbook; Understands basic financial terms and reports	Decentralizes authority to prevent single points of failure; Visionary leader that sets the example; Is emulated by others; Capable of teaching others how to reference Employee Handbook; Can associate performance to company goals
Act as Owners	Wasteful in habits; Disorganized or messy workspace; Consistently raises concerns without offering practical solutions or actively participating in problem-solving efforts; Fails to involve key stakeholders in decision making processes; Prioritizes short-term focus over long-term goals and sustainability; Acts selfishly or in their own self-interest	Responsible steward of company resources to maximize value and reduce waste; Able to work independently or as part of a team; Considers and involves stakeholders in decision making; Debates openly, and commits fully to company decisions and objectives; Regularly takes initiative to address problems with balance focus; Acts selflessly or in an unselfish manner	Seeks out opportunities to grow the company, department, or individual contribution; Leads others to alignment to company decisions and objectives; Maintains a clear focus on long-term goals while effectively managing short-term tasks; Actively involves stakeholders to make informed and collaborative decisions; Consistently demonstrates servant leadership