

Nomination for: _____ Date: _____ Nominated by: _____ Sponsor: _____

Applicable expectations include those in the column under a given level and all expectations under less senior levels. (Example: All columns of expectations apply to Principal.)

Requirements in order to be considered for Associate or Senior Associate or officer promotion:

Acknowledges and supports Vision and Code of Conduct and completes required training in allotted time.

Associate/Senior Associate nominees - architecture, engineering, and interiors must be in process of obtaining professional license (search “Nomination Process” in Jive) regarding the “in process clarification.”

Officers nominees – engineers, interiors, and architecture roles must be licensed as outlined in [Professional Development and Licensing Practices](#).

Candidates must be demonstrating competency in each category at the time of nomination. Use this as a candidate evaluation tool.

Title	All Employees	Associate	Senior Associate (Min. Level III)	Associate Vice President (V)	Vice President (VI)	Senior Vice President (VII)	Principal (VIII)
1. Creative, Technical, Business, and Communication Skills	<p>Meets all expectations of position.</p> <p>Continues to learn, develop, and maintain relevant, evolving technical skills.</p> <p>Understands the nature and terminology of our business.</p> <p>Understands concepts of profitability in our industry.</p> <p>Demonstrates professionalism and maturity in communications.</p> <p>Contributes creative ideas.</p> <p>Contributes positively to productivity.</p>	<p>Encourages and builds on creative ideas of others.</p> <p>Is highly productive, recognizes priorities, and achieves expected results.</p> <p>Works within firm’s business practices.</p> <p>Contributes to sustainability.</p> <p>Strives to help the firm be profitable.</p> <p>Demonstrates effective visual, oral, written, and listening skills.</p>	<p>Fosters a creative culture.</p> <p>Demonstrates depth and breadth of work skills.</p> <p>Identifies ways to achieve better results.</p> <p>Works within budgets and schedules to contribute to profitability.</p> <p>Shares information proactively and professionally.</p>	<p>Leads creative processes.</p> <p>Demonstrates expertise.</p> <p>Encourages varying opinions to arrive at best solutions.</p> <p>Improves sustainability efforts, processes, and productivity of self and others.</p> <p>Establishes realistic estimates of time and resource requirements that support profitability.</p> <p>Communicates proactively with clients and other stakeholders.</p>	<p>Innovates to create new opportunities.</p> <p>Ensures that teams have appropriate technical capabilities.</p> <p>Anticipates concerns, makes timely adjustments, and achieves objectives.</p> <p>Leads process improvement to improve quality and profitability.</p> <p>Develops communication strategies.</p> <p>Ensures transparent communication of client and team performance.</p>	<p>Takes actions to ensure that firm practices support a creative culture.</p> <p>Implements commercial / risk management practices consistent with firm policies.</p> <p>Monitors resources and makes adjustments that contribute to profit.</p> <p>Communicates firm direction.</p> <p>Develops communication strategies for challenging issues.</p>	<p>Inspires and rewards creativity and innovation to differentiate the firm.</p> <p>Ensures appropriate spectrum of technical skills in the firm.</p> <p>Advances business and risk management strategies to achieve solid business results.</p> <p>Optimizes short- and long-term profitability and growth.</p> <p>Is a positive inspirational voice even in the most adverse circumstances.</p>
2. Teamwork and Collaboration	<p>Interacts effectively with others.</p> <p>Contributes in a positive manner to each of their teams.</p>	<p>Collaborative and respectful toward others.</p> <p>Shows respect for individuals of diverse backgrounds and beliefs.</p>	<p>Is a trusted, reliable team player.</p> <p>Seeks appropriate input.</p> <p>Goes above and beyond to help teams accomplish goals.</p>	<p>Seeks solutions that benefit all parties.</p> <p>Guides and motivates teams to achieve firm and team goals.</p> <p>Builds diverse teams.</p> <p>Collaborates effectively with clients.</p>	<p>Engages diverse and strong talent and leverages strengths.</p> <p>Establishes clear goals and expectations and drives results.</p> <p>Builds commitment to each other and to stakeholders.</p>	<p>Develops and leads integrated, high-performance, diverse teams.</p> <p>Champions SFMO.</p> <p>Inspires people and teams to do their best.</p>	<p>Holds people and teams accountable.</p> <p>Cultivates diversity in the firm.</p> <p>Demonstrates how to create a unified environment where teams accomplish extraordinary things.</p>
3. Business Development, Client Engagement, and Community Engagement	<p>Demonstrates familiarity with the firm’s clients and work.</p> <p>Understands the roles and needs of their internal clients and provides effective support.</p> <p>Contributes positively to community and client impressions of the firm and its people.</p>	<p>Develops understanding of internal or external clients’ requirements and objectives.</p> <p>Able to speak knowledgeably about the firm’s mission, expertise, and accomplishments.</p> <p>Represents the firm well with clients.</p> <p>Shows involvement in the community.</p>	<p>Contributes favorably to firm’s reputation.</p> <p>Contributes ideas and actions that position the firm externally.</p> <p>Takes a leadership role in the community.</p>	<p>Expands business opportunities.</p> <p>Involved in professional organizations.</p> <p>Engages with the business community.</p> <p>Increases recognition of firm such as by initiating articles in mainstream publications.</p> <p>Networks with clients effectively.</p>	<p>Generates client loyalty and trust.</p> <p>Sells additional services and expanded services and products.</p> <p>Anticipates client needs and sells solutions.</p> <p>Develops and shares client engagement strategies.</p> <p>Takes a leadership role in the business community.</p>	<p>Establishes trusted, ongoing client partnerships.</p> <p>Leads efforts and wins the right work.</p> <p>Leads efforts to achieve consistently solid results with clients.</p> <p>Promotes profile of the firm through awards, public speaking, and thought-leadership articles.</p>	<p>Develops in others the skills to lead efforts and win the right work.</p> <p>Owns client relationships.</p> <p>Leads engagement with clients and leaders in the community.</p> <p>Is sought after by clients.</p> <p>Develops and teaches client engagement culture.</p>
4. Leadership, Accountability, Development, and Mentoring	<p>Accepts accountability and responsibility for own actions.</p> <p>Looks for what needs to be done and volunteers to help.</p> <p>Takes steps to develop and refine own skills.</p> <p>Readily asks questions and learns from responses.</p> <p>Brings forth issues to appropriate individuals and offers ideas for potential solutions.</p> <p>Participates in mentoring.</p>	<p>Demonstrates positive attitude.</p> <p>Accepts responsibility.</p> <p>Seeks and incorporates feedback and learns from mistakes.</p> <p>Shares knowledge.</p> <p>Capitalizes on learning opportunities.</p> <p>Pursues professional development and license / credentials.</p> <p>Contributes to a positive work environment.</p> <p>Actively mentors others.</p>	<p>Anticipates and responds effectively to changing circumstances.</p> <p>Demonstrates initiative.</p> <p>Provides constructive feedback to team members.</p> <p>Encourages others to act in ways that create a positive culture.</p> <p>Encourages others to participate in mentoring.</p>	<p>Takes leadership role in firm-wide initiatives.</p> <p>Understands and promotes firm’s strategies, policies, practices.</p> <p>Delegates and empowers effectively.</p> <p>Demonstrates sound judgment.</p> <p>Regularly shares balanced feedback with others.</p> <p>Pursues leadership development.</p> <p>Helps others to see ways their actions can and do make a difference in the firm.</p> <p>Maintains appropriate professional license / credentials.</p>	<p>Surfaces and addresses conflict.</p> <p>Foresees problems, examines multiple points of view, and provides timely guidance.</p> <p>Favorably resolves internal and client issues. Drives accomplishments of strategic initiatives.</p> <p>Provides meaningful “stretch” (challenging) assignments.</p> <p>Identifies and helps recruit and develop exceptional talent.</p>	<p>Influences people to drive positive change and employee engagement.</p> <p>Makes sound decisions in adverse or complex circumstances.</p> <p>Exercises authority with wisdom, grace, and humility and accepts ownership.</p> <p>Gets the right people on / wrong people off teams.</p> <p>Develops future leaders.</p> <p>Takes actions to encourage firm practices that create a positive culture.</p>	<p>Effectively resolves the most difficult issues.</p> <p>Strategically positions firm to advance our business model.</p> <p>Makes sound decisions impacting the success of the global firm.</p> <p>Ensures resources for development of employees.</p> <p>Develops leaders who develop other leaders.</p>

