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| Employee Name: |  | Position: |  |
| Manager Name: |  | Date: |  |

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| **Performance Management BAR - Employees** | |
| Manager Foundation Behaviors | Rating 1-5 |
| Plans for team and individual performance   * Sets specific performance goals and identifies how these goals will be measured * Works with team members to provide clarity of performance objectives * Works with team members to identify sources of evidence of performance |  |
| Supports employee   * Is knowledgeable about your employee’s performance * Facilitates regular, monthly, performance reviews * Provides regular and objective feedback to employees * Provides regular coaching to improve performance * Provides negative feedback in a positive and supportive manner |  |
| Manages Employee Performance   * Addresses poor performance promptly with the team member * Addresses poor behavior promptly with the team member * Works with team members to prepare improvement / coaching plans with smart actions or using the GROW model |  |
| Employee Development   * Appropriately provides team members with frequent ad-hoc feedback * Works with team members to set specific development goals * Regularly follows through on the status of employee development goals |  |

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| Manager Intermediate Behaviors | Rating 1-5 |
| Closely monitors employee performance |  |
| Provides positive feedback to motivate employees to exceed the minimum performance standard |  |
| Provides guidance and regular feedback to help individuals or teams to achieve objectives |  |
| Coaches employees to set performance goals above the minimum acceptable standard of performance |  |
| Shares techniques to help others to exceed performance standards |  |
| Raises the bar on performance for self and others |  |
| Continually monitors performance and strives for excellence |  |
| Puts in place tight performance management for under performers |  |
| Manages team members to adhere to behavioral expectations |  |
| Manager Advanced Behaviors | Rating 1-5 |
| Links team and individual performance objectives to the organizational strategy |  |
| Links feedback on performance to the organizational strategy   * Illustrates how exceeding team and individual performance goals helps the business to succeed * Outlines the consequences of poor performance in terms of team performance and organizational performance |  |
| Repeats stories of outstanding performance to others (to show what is possible) |  |
| Speaks positively about meeting objectives |  |

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| Manager Expert Behaviors | Rating 1-5 |
| Creates culture where under performance is quickly addressed |  |
| Clearly communicates expectations for performance management |  |
| Clearly communicates the objectives of the business and articulates how each role or individual contributes to the achievement of those objectives |  |
| Establishes objectives and priorities to provide focus for the business |  |
| Establishes the key metrics and performance standards that will drive the business performance |  |