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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 |  |