

PERFORMANCE MANAGEMENT TOOLS

Empowerment

- Building a Foundation for Empowerment

Self Evaluation Questions

- How Are You Doing?
- Annual Performance Evaluation and Goals Discussion

Development Planning

- Professional Development Planning

Performance Planning

- Goals Planning Worksheet

Coaching & Feedback

- Critical Incident Log
- Feedback Planner

BUILDING A FOUNDATION FOR EMPOWERMENT

Rethinking your approach to supervision.

Discuss and Clarify Expectations

...for your new role as coach and resource provider

...for the employee's new role as a responsible and accountable problem solver and decision maker.

...for the employee's work performance.

Train & Develop

Ensure that individuals get the knowledge, skill and experience they will need to be successful.

Provide Access to Information

Ensure that individuals have access to the information they will need to make decisions and understand the impact of those decisions.

Set Boundaries & Guidelines

Provide boundaries regarding the limits of individual authority and guidelines for acceptable work products or processes. Encourage groups to resolve problems on their own; avoid prescribing a solution.

Coach and Model

Coach and model the processes of problem solving and decision making that you want others to use. Give ongoing feedback so people know how they are doing.

Recognize and Praise

Catch people doing something right. Acknowledge responsible decision making and problem solving. Good work that gets noticed, gets repeated. Expresses confidence in the ability of others to be successful.

Support Learning and Growth

People learn by doing. Encourage others to express and explore new ideas. Create a climate where experimentation is encouraged and mistakes are treated as opportunities for learning.

HOW ARE YOU DOING?

1. What accomplishments do you feel best about?
2. What was your biggest disappointment in the job?
3. How would you change the job to obtain better results?
4. What are the key behaviors that lead to success in this job?
5. What behaviors would lead to failure?
6. Who do you interact with most frequently? With whom would you like to have more interaction, input or cooperation?
7. What are your job related goals for the next year?
8. In what areas do you feel you need more experience and training?
9. What are your plans for your professional development?
10. How can I help you?

For another version of a self evaluation go to: <http://hr.ucsb.edu/comp/self.php>

ANNUAL PERFORMANCE EVALUATION AND GOALS

DISCUSSION

Job Responsibilities

1. Which responsibilities do you really enjoy and why?
2. Is there a part of your job you would change and why?

Accomplishments and Goals

3. What did you do that you are most proud of this part year?
4. What was your biggest challenge?
5. If you had to do it over again, what would you do differently?
6. What was the most fun?
7. What did you find to be the most stimulating and caused you to grow the most?
8. What are you looking forward to doing in the new year?
9. What worries you the most about the coming year?
10. How can I help you -
 - What would you like me to do more of, less of?
 - What training can I provide?

PROFESSIONAL DEVELOPMENT PLANNING

1. Describe your long-term professional goals.
2. Describe your short-term professional goals.
3. What professional development activities would you like to be involved in during the next fiscal year? Please list by individual activity.
4. How, when and where will these activities occur or be accomplished? Please list by individual activity.
5. How will these activities assist you in your professional growth or career advancement? What skills and abilities do you hope to gain?
6. What is the benefit to this department?
7. How will your current duties and responsibilities be carried out if the proposed activity should require your absence from work?
8. If applicable, identify an individual/s with the department who may be helpful to you in the pursuit of planning for or accomplishing your professional development plan.
9. Please list all expenses, time commitments and resources involved for each proposed activity. Specify any other departmental support that you will need. Include supporting materials as necessary. Please use University per diem/travel figures/policies.

GOALS PLANNING WORKSHEET

Name:

Date:

Job Function:

SMART ACRONYM:

Specific

Measurable

Action-Oriented

Realistic

Time & Resource Bound

GOAL #1

S

M

A

R

T

GOAL #2

S

M

A

R

T

GOAL #3

S

M

A

R

T

GOAL #4

S

M

A

R

T

CRITICAL INCIDENT LOG

STRICTLY CONFIDENTIAL

Log for: _____ Page No. _____

Review Cycle: _____ Supervisor: _____

	Describe Job-related Incidents <i>Positive & Negative Actions</i>	Action Taken by Employee or Supervisor	Comments

FEEDBACK PLANNER

Name:

Date:

How to use the Feedback Planner

1. **Collect your thoughts.** You don't have to fill in the boxes in any particular order. Jot down ideas as they randomly occur. You can complete and revise your notes later.
2. **Complete your thoughts.** Look for missing or incomplete information. Go for *quantity*.
3. **Revise your thoughts.** Go for *quality*.
4. **Discuss your thoughts.** Use planner as a script to keep you on track during face to face session.

1. DESCRIBE CURRENT BEHAVIORS:

4. IDENTIFY ALTERNATIVE BEHAVIORS:

2. IDENTIFY SITUATIONS:

3. DESCRIBE IMPACTS & CONSEQUENCES: