ProBuild Performance Management
Participant Guide

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Performance Management Process

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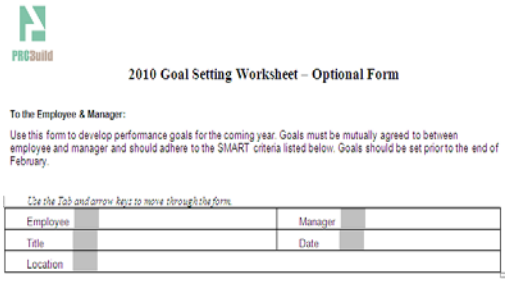
Goal Setting

S	**Specific**	A goal is specific when it provides a description of what is to be accomplished. The goal is focused, well defined, and easily understood. There is enough detail to give precise direction to your employee.
M	**Measurable**	If you can't measure it, you cannot manage it. A goal is measureable if it is quantifiable. You must identify how the goal will be measured by determining how much, how many, or how you will know when it is accomplished.
A	**Achievable**	There must be a realistic chance that the goal can be accomplished. Expectations should be within the capacity and skills of the individual. Setting the bar too high is discouraging and could lead to failure. Setting the bar too low is insulting, leads to boredom, can make the employee feel you don't think much of his or her capabilities and skills, and does not allow the employee to take pride in their achievements.
R	**Relevant**	This is the reason the goal is worth the effort. How the goal is aligned to the organization's purpose and strategy, the impact of reaching the goal, and how reaching the goal will make a difference at your organization.
T	**Time-bound**	A goal needs to have a set timeframe or date for accomplishment. It must have a starting and ending point. Your employee needs to know if they are making progress and a timeframe or date helps them measure this.

Write a SMART goal:



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2010 Goal Setting Worksheet – Optional Form

To the Employee & Manager:

Use this form to develop performance goals for the coming year. Goals must be mutually agreed to between employee and manager and should adhere to the SMART criteria listed below. Goals should be set prior to the end of February.

Use the Tab and arrow keys to move through the form.

Employee		Manager	
Title		Date	
Location			

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Setting Expectations

Why is it important to set expectations?

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On-going Coaching

Best Coach	Characteristics

The Role of the Coach

The role of the coach is to assess, support, and challenge the coachee and to ensure confidentiality.

- Coaching is not done _____

- Coaching is done _____

____ / ____ Rule

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Coaching Model: Center for Creative Leadership

Assess

Assessing performance as a coach involves the process of tracking performance, looking for gaps between the employee performance assessment and your assessment, goal and expectation setting, and your measurements of their performance.

Support

Supporting and affirming your employee is important to the coaching process. By doing so, you will create the trust and respect necessary for coaching to occur. I can see your point.

- What is the first step?
- Is there a solution here?
- If you were the coach, how would you coach yourself to win here?
- Tell me more about that?
- Rephrase what the person is saying or feeling.
- I believe you have the ability to do this or change this behavior.
-

Challenge

Challenging your employee will get your employee to confront obstacles, think through performance issues, and move forward with motivation.

- Is there another way to look at that?
- What is the easier way?
- May I challenge you a bit here?
- Can you think of a time when you may have done something that would have led to that perception?
- Why is that?
- How do you know that?
-

Results

Successful managers coach their employees through building strong, trusting relationships by assessing the situation, providing support, and challenging their employees. All of these things put together will get the performance results you expect.

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Mid-Year Review

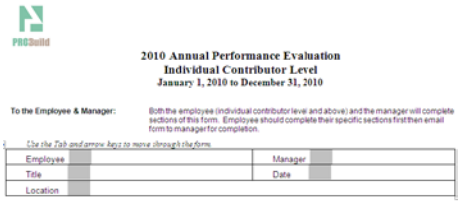
The Mid-Year Review Steps

1. View communication from HR on timelines, process, ratings, and tools.
2. Review your files that you have been keeping and write down bullet points and notes on the employee's performance for the last six months.
3. Have employee complete the employee input form and review to identify gaps.
4. Review the job description.
5. Review the goal-setting form.
6. Review the coaching notes that you have kept for the last six months.
7. Document your mid-year review and keep it in a secure file.
8. Conduct your mid-year review.
9. Adjust and/or update goals if necessary.

The Mid-Year Review Form

The mid-year review and end-of-year review evaluation form is one document that you will use to track performance. There are three separate Annual Performance Evaluation forms:

1. Individual Contributor Level
2. Sales
3. Manager Level and Above



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2010 Annual Performance Evaluation
Individual Contributor Level
January 1, 2010 to December 31, 2010

To the Employee & Manager: Both the employee (individual contributor level and above) and the manager will complete sections of this form. Employee should complete their specific sections first then email form to manager for completion.

Use the Tab and arrow keys to move through the form.

Employee		Manager	
Title		Date	
Location			

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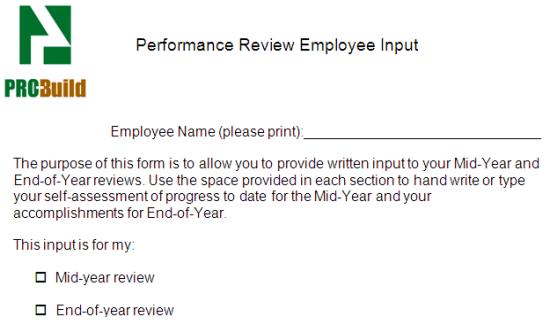
About the Performance Review Employee Input Form

ProBuild has developed an Employee Input Form. You will want to go over the form with your employee ahead of time. You should give employees plenty of time to complete the form prior to conducting your review.



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Performance Review Employee Input

Employee Name (please print):_____

The purpose of this form is to allow you to provide written input to your Mid-Year and End-of-Year reviews. Use the space provided in each section to hand write or type your self-assessment of progress to date for the Mid-Year and your accomplishments for End-of-Year.

This input is for my:

- ☐ Mid-year review
- ☐ End-of-year review

Writing Performance Evaluations

Rating Errors

1. _____ originate when raters give employees more positive performance ratings than they deserve.
2. _____result when raters evaluate employees more unfavorably than their performance warrants.
3. _____are errors where a manager rates all employees near the midpoint of a performance scale.
4. _____involve the rating of a single individual on several aspects of performance.

Making the Intangible Tangible

"You've had a good attitude this year." Make this intangible statement tangible:

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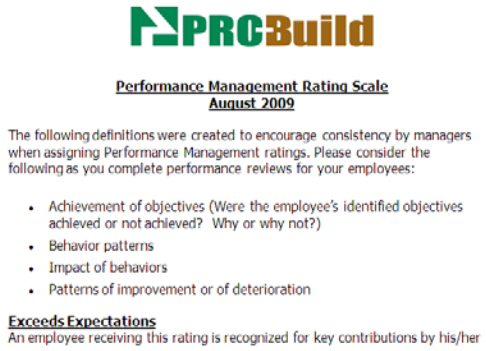
ProBuild Performance Management Rating Scale

Rating	Description	Definition
4	Exceeds expectations	An employee receiving this rating is recognized for key contributions by his/her organization. His/Her work product reflects extra attention to detail, and he/she regularly provides extra assistance to others. Work output is high, often exceeds expectations and is ahead of schedule. He/She is a strong, proactive team player who consistently exceeds performance objectives.
3	Meets expectations	An employee with this rating performs to expectations and is accomplished in executing work responsibilities, always meeting job requirements. He/She is skilled in the job and can be continually counted upon to deliver on commitments while overcoming obstacles. He/She shows growth and improvement related to functional skills and competencies required for the job. It is not an average performance; it is earned.
2	Needs improvement	This is a new employee or an employee in a new position with a new skill set to learn. This rating also applies to someone who may have been performing satisfactorily in the past, but is now unable to meet job expectations or to demonstrate continual growth.
1	Needs significant improvement	A “Needs Significant Improvement” is an unsatisfactory performer who consistently does not fulfill the requirements of the position. Failure to improve to acceptable levels will result in corrective action. An employee currently in the “corrective action process” would fall into this rating category and would require an action plan.
	Too new to rate	“Too new to rate” is an employee that has been with the company three months or less.

Assigning Ratings



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Performance Management Rating Scale
August 2009

The following definitions were created to encourage consistency by managers when assigning Performance Management ratings. Please consider the following as you complete performance reviews for your employees:

- Achievement of objectives (Were the employee's identified objectives achieved or not achieved? Why or why not?)
- Behavior patterns
- Impact of behaviors
- Patterns of improvement or of deterioration

Exceeds Expectations
An employee receiving this rating is recognized for key contributions by his/her

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Document and Adjust

What to document

- Job-specific performance
- Quality of work
- Examples of the employee exceeding expectations
- Time management or organizational skills
- Attendance and tardiness
- Behavior and attitude
- Kudos from others
- Coaching discussions
- Examples of living the ProBuild values
- Training and development

How to document

- Always use ink or technology
- Keep it confidential
- Be factual and precise, include the date
- Provide feedback to the employee whenever you document performance successes and issues

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End-of-Year Review

The Performance Management Process for both the mid-year review and end-of-year review is similar; however, the end-of-year review spans the entire year. Additionally, the end-of-year review has a few more important steps.

The Steps

1. View communication from HR on timelines, process, ratings, and tools.
2. Review your files that you have been keeping throughout the year and write down bullet points and notes on the employee's performance.
3. Review the mid-year evaluation.
4. Have employee complete the employee input form.
5. Review the employee input form.
6. Review the job description.
7. Review the goal-setting form.
8. Review your coaching notes.
9. Obtain performance feedback from other managers or look through your files as required.
10. Document your evaluation.
11. Prepare goal setting for upcoming performance cycle.
12. Submit your review to a second level manager for approval.
13. Conduct review with each employee and ensure completed signatures.
14. Save local copy, send original to regional HR, and send copy to Corporate HR.
15. **Set goals for next performance cycle.**

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Development Plan

Employee development is the managerial function of enhancing employees' competence in their job by improving their knowledge, skills and abilities. Section 5 of the Performance Evaluation form is a Development Plan that you will use with your employees.

We recommend that you have a 15-minute sit down with each of your direct reports and cover the following five points.

Development Plan Meeting Suggestions

- Manager Expectations
- Employee Expectations
- Motivation
- Rewards and Recognition
- Development Plan Completion

Section 5: 2010 Development Plan

Employee	Manager
Title	Date
Location	Department

Development Objective(s):

Development Goal(s)	Priority	Actions to Reach Goal(s)	Resources/Person(s) Responsible	Measure(s) of Success	Timeframe for Completion

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Resources

ProBuild Job Aids

ProBuild Performance Management Handbook

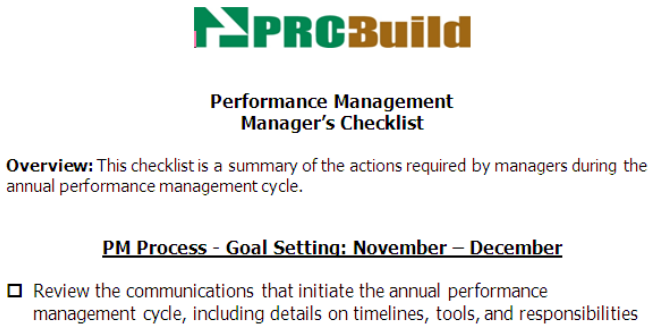
This is a comprehensive guide on managing performance at ProBuild. Please use this reference to guide you through the process.

Frequently Asked Questions

In the Performance Management Handbook you will find a list of FAQs.

ProBuild Performance Management Manager's Checklist

ProBuild has created a Performance Management Manager's Checklist. This checklist covers important dates and tasks to accomplish for the mid-year review.



Performance Management
Manager's Checklist

Overview: This checklist is a summary of the actions required by managers during the annual performance management cycle.

PM Process - Goal Setting: November – December

☐ Review the communications that initiate the annual performance management cycle, including details on timelines, tools, and responsibilities

Performance Evaluation Examples

ProBuild has developed two completed performance evaluation forms for an individual contributor and manager. These forms will help guide you as you complete your mid-year and end-of-year evaluation forms. They can be found in the Appendix of the Performance Management Handbook

Standard Operating Procedure Performance Management

To view the ProBuild Performance Management Policy go to the Performance Management Handbook Appendix.

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