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# Manages Performance

## Definition

Clearly establishes and communicates expectations and accountabilities; monitors and evaluates performance; provides effective feedback and coaching; identifies development needs and helps employees address them to achieve optimal performance and gain valuable skills that will translate into strong performance in future roles

**Key Words:** Performance Management; Talent Management; Coaching and Feedback

## Behavioral Indications:

1. Facilitates the recruitment, selection and retention of employees
2. Delegates assigned tasks in alignment with operational goals
3. Coaches to maximize achievement of performance expectations
4. Models objective behavioral feedback
5. Champions employee development for career growth and mobility

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## PROFICIENCY LEVELS: Manages Performance

### LEVEL I

- Establishes departmental and individual goals; Clearly communicates departmental and individual goals and accountabilities
- Provides adequate resources for employees to accomplish their goals up front and upon request of employees; removes barriers as needed to help accomplish team goals
- Monitors the 'right' performance measures; Gives frequent and candid performance feedback on how employees are doing their jobs

### LEVEL II

- Actively coaches individuals and teams to strengthen their performance
- Takes responsibility for identifying individual employee development needs and finding ways to address them
- Notices and shows appreciation when expected results and behaviors are realized; Retains high performers through recognition of accomplishments and development/career opportunities
- Focuses on the skills needed for the current position as well as the qualities needed to be successful in future roles within the University when hiring

### LEVEL III

- Directs individuals to focus on the most vital departmental goals to maximize personal success within the department
  - Monitors employee progress and proactively makes adjustments in resource allocations; proactively removes barriers to help accomplish team goals
  - Demonstrates courage by taking resolute action against weak performers
  - Inspires others to strengthen their coaching skills to drive overall University objectives
  - Identifies patterns in employee behavior that indicate development needs across the University and identifies ways to systemically enhance the skills of University employees.
  - Celebrates expected results and behaviors through creative and spontaneous means; Retains high performers through recognition of accomplishments and development/career opportunities
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