



Coaching For Performance

A Guide for Managers to complete performance reviews for admin employees



Evaluation

Coaching For Performance

is a guide to assist supervisors/managers in conducting and delivering a positive performance experience when completing performance reviews for Admin employees.



This guide covers the following topics:

1. Performance reviews – What are they?
2. Performance reviews – Why do we need them?
3. Conducting the review
 - The process
 - Before the review
 - During the review
 - After the review
4. Techniques for a successful review
5. Completing the Admin Review and Development Form
6. HR Support available



Performance Reviews – What are they?

A performance review or appraisal is the final step in the performance management process, where the employee and the manager review and discuss the employee's performance over a specific period.

Typically, the review looks back at performance that has already been demonstrated over the year or within a specific time period.



Performance Reviews – Why do we need them?



From the employee's perspective, Performance Reviews should answer the following questions:

- What am I expected to do?
- How well am I doing?
- What are my strengths and/or weaknesses?
- How can I contribute more?
- What support can I expect from my supervisor/organization?



From the supervisor's perspective, Performance Reviews are an opportunity to:

- Have a meaningful discussion about performance with the employee.
- Provide feedback.
- Identify learning needs.
- Obtain input and commitment on work targets, objectives and standards.
- Obtain feedback on how to support employees.
- Clarify roles and responsibilities.



Conducting The Review



The Performance Review Process



Every March, Admin Staff Performance Reviews should occur



Reviews are completed on a prescribed "Admin Review and Development" form



A joint discussion between employee and manager occurs

3



The employee's major duties and tasks as drawn from their Job Description, the Performance Plan and departmental goals and objectives are reviewed to determine the employee's overall performance level

4



Both the employee and manager reviews and signs-off the performance document



Major strengths and achievements are identified



Future goals and objectives are discussed and documented



Learning, development and coaching are discussed and documented

5



The employee receives a copy and another copy is filed in Human Resources & Organizational Effectiveness (HROE)

The Whole Picture of Performance

It is important to understand that the performance review is not a destination, but a journey.

Effective performance occurs with:

- Clearly defined and agreed goals.
- Building the employee's capability to achieve goals.
- Ongoing and frequent interaction, feedback and coaching from the manager.
- Regular check-ins on performance – such as semi-annually.

As the manager, you are a key party in the performance review process, and in making the performance measurement experience positive, you should take an active and engaged role.



Preparing for the Performance Review - Before

Some things you can do as a manager to create a positive performance review experience, before the review:

- Know what is expected of the employee with respect to their job – read and understand their Job Description.
- Review the agreed Performance Plan and the goals, objectives and targets set for the employee.
- Reflect on how effectively the employee has achieved the goals, objectives and targets set.
- Collect data that demonstrates the employee's performance.
- Schedule the review – typically a week ahead.
- Schedule the review at a time that works best for you and the employee.
- If you have documented the goals, objectives and targets set for the employee in a separate document, send this to the employee, together with the blank review form and the previous year's completed form.
- Encourage the employee to review and pre-fill the Admin Review and Development form.
- Provide a few reflection questions the employee may think about in preparation for the review. Send these with the meeting invitation, so that the employee has some time to reflect.
- Request that the employee send their completed review form draft to you a few days prior to the meeting, so you may have some time to read through the employee's perspective on their performance and to understand where you align and deviate on the view of performance.



Preparing for the Performance Review – During the Review

Some things you can do as a manager to create a positive performance review experience, during the review:

- Conduct the review discussion in a confidential space, ensuring that there are no interruptions. Turning off your phone demonstrates a commitment to focused and dedicated time with the employee.
- Start by outlining the approach for the review – this is simply stating how you would like the review process to occur and obtain the employee’s agreement. This may be as simple as:
 - Stating the performance period under review
 - Stating the objective of the review
 - Stating the format – e.g. the employee will first share their views on their performance, then the supervisor will share their views, then the specifics on performance as laid out on the review form will be discussed.
- Ask the employee for their view of the performance year past. Some questions you can ask include:
 - How would you say this performance year went for you?
 - What are you pleased about in terms of your achievements?
 - What are your reflections on what perhaps you could have done better or achieved, but didn’t?
 - Were there any experiences or projects that you particularly enjoyed?
 - What new things did you learn this year?
- Listen to what the employee is saying and make notes, so that you can reinforce and respond.



Preparing for the Performance Review – During the Review

Some things you can do as a manager to create a positive performance review experience:

- Share your reflections on the employee's performance – highlighting major achievements, ways in which the employee excelled, areas in which the employee struggled or was unable to achieve goals.
- Discuss each of your perspectives of performance.
- Share data and content that supports the employee's performance achievement.
- Ask the employee about any challenges they faced during the past performance year that may have impacted their performance.
- Begin to populate the performance review form. Working from the employee's pre-filled form is a good place to start. You can edit the statements made by the employee together, to truly highlight the performance.
- Ask the employee if they agree with your assessment of the performance and discuss any differences in views.
- Ask the employee to give you feedback. Some questions you can ask include:
 - In terms of my support to you during the year/period, is there anything I could have done differently to support you more?
 - Going forward, what are some ways in which I can assist you to be more effective in your role?
- Thank the employee for any feedback they have provided to you.



Preparing for the Performance Review – During the Review

Some things you can do as a manager to create a positive performance review experience:

- Discuss the next performance year, establishing some key goals that align to the duties on the Job Description and/or projects and initiatives that are part of departmental objectives.
- Discuss the career goals and development goals the employee may have.
- Share your views of pathways to development that reflect areas of strength or developing capability you have seen in the employee. Make the discussion truly meaningful by demonstrating that you are interested in the employee's growth and development. Do this by asking questions, sharing examples of where you have seen the employee demonstrate passion in their work.
- Capture development opportunities (these may include: formal learning, workshops, conferences, just-in-time training, informal coaching, self-directed learning, additional resources)



Preparing for the Performance Review – During the Review

Some things you can do as a manager to create a positive performance review experience:

- Complete the performance review form (guidance on how to complete the Admin Review and Development Form is provided in subsequent slides).
- Once the performance has been fully discussed, you can turn to the determination of the performance rating.
- Explain the next steps – which is usually that:
 - You will send the employee the completed form for their final review and signature.
 - They will then return the completed form to you.
 - You will then sign the form and send the form to your manager for review and signature.
 - Once the form is fully signed off, make copies of the performance review document. Keep a copy for your files, give the employee a copy and submit a copy to Human Resources & Organizational Effectiveness (HROE). Instructions on how to submit your folder containing the performance reviews for your team are provided in the communications from HROE about Performance Reviews.



Preparing for the Performance Review – After the Review

Some things you can do as a manager to create a positive performance review experience:

- Send the employee the completed form for their final review, comments and signature.
- Request that the employee return the completed form to you once they have signed.
- A nice touch: when you send the copy of the performance review document to the employee, thank them for their participation, reinforce any agreed actions for the next performance period and thank them for being part of the team.
- Once the form is fully signed off, make copies of the performance review document. Keep a copy for your files, give the employee a copy and submit a copy to Human Resources & Organizational Effectiveness (HROE).



Techniques For A Successful Review



Setting Goals – How to do it

When considering your goals, aim for goals that are SMART. A SMART goal has the following characteristics:

They are **Specific** – meaning that they are clearly defined and easy to understand

(e.g. – Respond to queries and email within 2 business days)

They are **Time-bound** – meaning that they have clearly stated start and end or target achievement dates

(Complete report on student satisfaction by August 31)



They are **Measurable** – meaning that there is a criteria or measure or assess the achievement towards the goal
(e.g. – Process a minimum of 50 payments per day)

They are **Achievable** – meaning that they can reasonably be achieved
(e.g. Schedule student consultations as requested)

They are **Relevant** – meaning that they apply to you and would fall under your job accountability
(e.g. Input data into ABC system)



Goals setting is a joint activity between you and the employee. Seek the assistance of your manager to define goals.

More on Goals

- Goals should follow the OKR (Objective and Key Results) approach:
 - An Objective – a clearly defined goal
 - Key Results - 3-5 specific measures used to track the achievement of the goal
- Goals should range from “simple and operational” to “stretch and developmental.”
- Employees should also have some goals for personal improvement and some aspirational goals each year.
- Goals should be transparent, so others know what you’re working on. This promotes teamwork, alignment, and sensitivity to others.
- Goals should be simple and understandable, so we can actually achieve them and measure them.
- Goals should be updated and reviewed regularly. Create a practice of discussion around goals – make them part of weekly standup meetings, quarterly business reviews, and other team planning sessions.
- Goals should be aligned and supportive of Humber’s and departmental goals.

Guidelines for Performance Reviews

Some things you can do to ensure consistency when conducting performance reviews:

- **Be prepared** – plan for the review by collecting performance data, scheduling sufficient uninterrupted time, reviewing the job description, goals and other documents.
- **Budget time** – set time aside to review and reflect on the employee's performance and to conduct the actual performance review.
- **Be honest** – be direct and clear about achievements and performance gaps.
- **Be fair** – balance your perception of performance by understanding impacts that may be outside the control of the employee.
- **Stick to facts** – discuss and provide feedback only on those examples you can demonstrate.
- **Be systematic and stick to established procedure** – follow the steps in the performance review process.
- **Focus on achievement of goals and behaviour** – don't introduce items that have little to do with what the employee is required to do and how they behave in the workplace.
- **Be specific** – focus on describing what, who, when, where, and how.
- **Resist blaming or attacking** – productive performance discussion focus on result and impact rather than on accusations and blame.

Performance Coaching – What Coaches Do

COACHING



TEACHING

Identify opportunities you can use to build the capability of the employee



SKILLS

Help the employee to recognize and leverage their skills



DEVELOPMENT

Provide access to formal learning and development



SUPPORT

Identify what you can do to assist the employee to be successful



SHARING

Being open and transparent with your own learning and experiences that can create relatable and teachable moments



MENTORING

Share knowledge, experience and advice to help the employee find their own path and style



GUIDANCE

Provide specific instructions and guidance to employees in order to help them understand their job better



LISTENING

Actively listen to the employee



Coaching During the Performance Review

How to give developmental or negative feedback?

There are times when as a manager you must provide performance feedback that is negative. Here are some points to better manage the conversations:

DO:

- Stay with one issue at a time.
- Be specific.
- Ensure feedback is timely – don't save it up to the final review, feedback should be ongoing and timely – as it occurs.

DON'T:

- Hit and run – make comments without an explanation and without giving the employee an opportunity to respond.
- Be aggressive.
- Be insensitive.
- Be inconsistent – random in providing feedback. This can confuse the employee.



Coaching During the Performance Review

How to receive developmental or negative feedback?

You should always make performance conversation a 2-way discussion, so apart from providing feedback to the employee, you should elicit their feedback on how well you are supporting them. Here are some points on how to respond to feedback:

DO:

- Listen.
- Ask clarifying questions.
- Summarize (confirm that you understand the feedback).
- Embrace/Acknowledge (be open to acknowledging where you can do better).
- Treat feedback as an opportunity to learn and improve.
- Resolve (ask for suggestions, agree on a solution).
- Say “thank you” for the feedback.

DON'T:

- Be defensive.
- Become punitive – recognize that employees fear providing feedback to their manager for fear of reprisals.
- Attack, justify, defend or turn the criticism around.



Preparing for the Performance Review

Addressing Under-performance

Under-performance occurs when actual performance does not meet the expectations mutually agreed between the employee and the manager. Here are ways to manage under-performance:



- Clarify/reiterate the objectives and performance standards.
- Discuss where and why the performance was not achieved. It is important to have this conversation to ensure you have all the facts.
- Identify any barriers that prevented the achievement of the goal such as skill or knowledge gaps.
- Coach employees on how they may address and correct the under-performance.
- Provide specific guidance on what the employee can do to improve their performance.
- Get the employee's commitment.

Completing The Admin Review And Development Form



The Admin Review and Development Form

Sections in the Admin Review and Development Plan Form:

- Section A: Status of Previous Year's Goals and Objectives
- Section B: Major Strengths and Accomplishments
- Section C: Future Goals and Objectives
- Section D: Improve or Enhance Role
- Section E: Learning/Development/Coaching Plan
- Signatures and Accommodation Statement



Reviews should be completed by March 31 each year.

HUMBER		Personal & Confidential Human Resources
ADMINISTRATIVE STAFF PERFORMANCE & DEVELOPMENT PLAN		
Date: _____	Review Period: _____	
Employee: _____	Position Title: _____	
Dept/Division: _____	Reviewer: _____	
Date of Review: _____		
A. Status of Previous Year's Goals and Objectives		
Outline goals & objectives from last review or employee's planning documents.	Comment on status of these objectives and the performance in meeting these objectives.	
B. Major Strengths & Accomplishments		
Review areas of strength, accomplishments or other matters deserving particular notation. What part of the job does the employee do best? (Limit the list to not more than three specific responsibilities, skills or particular activities within those responsibilities). Specific reference should be made to Section A. Provide supporting examples.		
1. _____		
2. _____		
3. _____		
C. Future Goals & Objectives		
Identify major performance goals, objectives and priorities for the next year. Link to the planning process.		
1. _____		
2. _____		
3. _____		

The Admin Review and Development Form

Sections A: Status of the Previous Year's Goals and Objectives

Sources of information for this section



Identified departmental goals that the employee is contributing towards.



Goal planning documented created at the beginning of the performance year.



If goals have not been identified or documented, a review of major accountabilities on the job description should be used.

A. Status of Previous Year's Goals and Objectives	
Outline goals & objectives from last review or employee's planning documents.	Comment on status of these objectives and the performance in meeting these objectives.
<p><i>Maintain service level targets at 90% -100%</i></p> <ul style="list-style-type: none"> <i>100% of queries responded to within 2 days of receipt</i> 	<p><i>Achieved a 60% service response level, due to technology challenges resulting from remote working arrangements that delayed timely processing</i></p>

Goals should be clear and well defined using **SMART** principles.

Goals should have been discussed with the employee at the time of performance planning (beginning of performance year), and expectations made clear.

Any mid year changes to goals should have been captured.

Guidelines for documenting actual performance:

- Document the actual performance – i.e. if the employee fell below the target or expectation set, the actual result must be recorded.
- Where the resulting performance is below the target or expectation set, due to no fault of the employee (e.g. it may be a technology, process, shifting priority), this can be highlighted in your commentary on the performance.



The Admin Review and Development Form

Sections B: Major Strengths and Accomplishments

B. Major Strengths & Accomplishments

Review areas of strength, accomplishments or other matters deserving particular notation. What part of the job does the employee do best? (Limit the list to not more than three specific responsibilities, skills or particular activities within those responsibilities). Specific reference should be made to Section A. Provide supporting examples.

1. *Jeremy led a small team in the review and improvement of our project intake process, and did an excellent job leading the team, documenting the new processes, implementing and measuring the new process effectiveness. He demonstrated strong leadership and methodical capabilities, which earned him the praise of his colleagues.*

2.

3.

Recommendations for commenting on strengths and accomplishments:

- Provide a summary of the context of the achievement – what did the employee have to do?
- Comment on what was achieved.
- Comment on the impact of the achievement.
- Comment on the strength of capability observed.

The Admin Review and Development Form

Sections C: Future Goals and Objectives

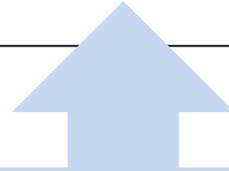
C. Future Goals & Objectives

Identify major performance goals, objectives and priorities for the next year. Link to the planning process.

1. *Lead the project team in the implementation of the new ABC system for student registration*

2.

3.



Recommendations for recording goals and objectives:

- This is most effectively achieved by having the defined goals and objectives for the department and the assignment of these goals and objectives to each member of your team. If you have not yet completed your goals and objectives for the coming year, items documented in this section may have to be revisited later for refinement.
- Future goals and objectives should be discussed, with you outlining to the employee how you see them contributing to the achievement of the goals and objectives.
- Consideration should be given to building on the identified strengths of the employee, giving them opportunities to grow in capability, stretch their skill level and develop their ability to demonstrate performance beyond their current role and skill.
- You may keep goals at a high level at this time, but it is recommended that you have a follow-up discussion with the employee that are specific to their role accountabilities in the achievement of the goals and objectives. This is where you may add sub-bullets to the major performance goals, objectives and priorities that are specific to what the employee must achieve.

The Admin Review and Development Form

Sections D: Improve and Enhance Role

D. Improve or Enhance Role

Identify and review up to 3 areas the employee could do, or do differently that would improve or enhance the role. (Do not duplicate if these have been identified in the section on future goals.)

1. *Implement processes and use tools that would improve the ability to monitor and report on status on activities and to take corrective action in a timely manner. Practice using a Project Status Update template, setting bi-weekly status reporting and using features such as traffic lights, % completion, and required action when reporting.*

2.

3.

Recommendations for recording areas where the employee can improve or enhance role:

- Through discussion with the employee – you (as manager) giving your feedback on areas where you feel the employee can improve or challenge themselves more, and the employee reflecting on their own challenges, performance and opportunities – identify areas where the employee can focus on developing and improving.
- These areas may reflect opportunities for improvement or opportunities for reinforcement and skill development.
- Make the goals here specific as well by stating not only what the employee is seeking to develop or improve, but by describing ways in which the employee may do so.

The Admin Review and Development Form

Sections E: Learning/Development/Coaching Plan

E. Learning/Development/Coaching Plan		
Outline learning or staff development needs and plans for the next year to meet corporate, departmental goals and/or individual career plans. Include specific skills.		
Objective	Role of Manager	Target Date
<i>Build knowledge and skills in Project Management (Introduction to Project Management from ABC Institution)</i>	<i>Facilitate enrollment in program</i>	<i>June 2023</i>

Recommendations for completing the Training/Development/Coaching Plan:

- Learning and development should reflect and support sections B, C and D of the Admin Review and Development Form:
 - Section B: learning and development that would assist the employee in building upon demonstrated skills and capabilities.
 - Section C: learning and development that would provide skills and capabilities needed for the achievement of goals and objectives.
 - Section D: learning and development that would address competency (skills, knowledge, abilities and behaviours) gaps.
- Be specific on the learning and development – name of course, provider, timeframe or target date for course and as the manager, state how you will support the employee.

The Admin Review and Development Form

Signatures and Accommodation

Once you have completed all sections with the employee, it's always a good idea to allow the employee an opportunity to read through the document on their own, to sign and then return the document to you.

If the employee has an accommodation plan, ensure you review the plan and check off the appropriate box.

- Once you have received the signed document from the employee, you should also sign as the immediate manager, and seek the signature of your manager.
- Ensure all signatures are dated.
- Follow the instructions from Human Resources & Organizational Effectiveness (HROE) on how to submit the completed review.
- Keep a copy of the review for your own records. You may give the employees a copy of their own.

My performance review has been explained to me. I realize that signing this review does not necessarily signify agreement but indicates that I have received a copy.

NAME: _____ DATE: _____
Incumbent (type name)

SIGNED: By checking this box I verify my electronic signature above.

This employee's individualized accommodation plan has been reviewed (please check one):
 Yes No Not Applicable

REQUIRED SIGNATURES (2 levels of management)

NAME: _____ DATE: _____
Immediate Manager (type name)

SIGNED: By checking this box I verify my electronic signature above.

NAME: _____ DATE: _____
Manager's Manager (type name)

SIGNED: By checking this box I verify my electronic signature above.

NOTE: Please ensure that in addition to submitting the completed form to Human Resources & Organizational Effectiveness to be filed, the employee's manager should also keep a copy within their own files.
Follow submission instructions provided by the Human Resources and Organizational Effectiveness Division.

Signatures can be done in one of 2 ways:

- Send an email to all signing parties requesting that they type in their names and check the check boxes provided. Then save the email, and include it in your folder of completed reviews.
- Save the review in pdf and send the pdf to signing parties requesting them to e-sign. Save completed pdfs in the folder of completed reviews.



Submitting Completed Reviews to HR

Follow the instructions below:

- a. When completed, save all **Performance Appraisals** for your Admin employees in a folder on your device. Then, submit the contents of this folder to the **Human Resources and Organizational Effectiveness (HROE) Division**, by uploading the files to the [2023 Admin Performance Review Submissions folder](#).
- b. Your **Performance Appraisal Files** that you will submit to HROE must be named as follows:

"FACULTY/DIVISION-EmployeeFirstName-EmployeeLastName-PA-2023"

For example: **"FAST-Sara-Vita-PA-2023"** or **"ACFO-Vishnu-Carthach-PA-2023"**

For your **FACULTY/DIVISION**, please follow this naming convention:

Faculty/Division	Naming Convention
Academic (excluding the Faculties)	ACD
Administration & CFO	ACFO
Digital Innovation	DI
External Affairs & Professional Learning	EAPL
Human Resources & Organizational Effectiveness	HROE
Faculty of Applied Sciences and Technology	FAST
Faculty of Business	FOB
Faculty of Health Sciences and Wellness	FHSW
Faculty of Liberal Arts & Sciences and Innovative Learning	FLASIL
Faculty of Media and Creative Arts	FMCA
Faculty of Social and Community Services	FSCS
Office of the President and Board of Governors	OPBG
Students & Institutional Planning	SIP
University of Guelph-Humber	UGH

Note: Before submitting the files, ensure that you use the following naming conventions - use **All Caps** for "Faculty and Division", **capitalize the first letter** of employees' first and last names, use **All Caps** for "PA," use **dashes to separate each word**, and **do not use spaces**.



Submitting Completed Reviews to HR

Follow the instructions below:

To Submit documents:

- 1. Click “Select Files”** and select the file you would like to upload

Elizabeth McPherson is requesting files for

2023 Admin Performance Review Submissions

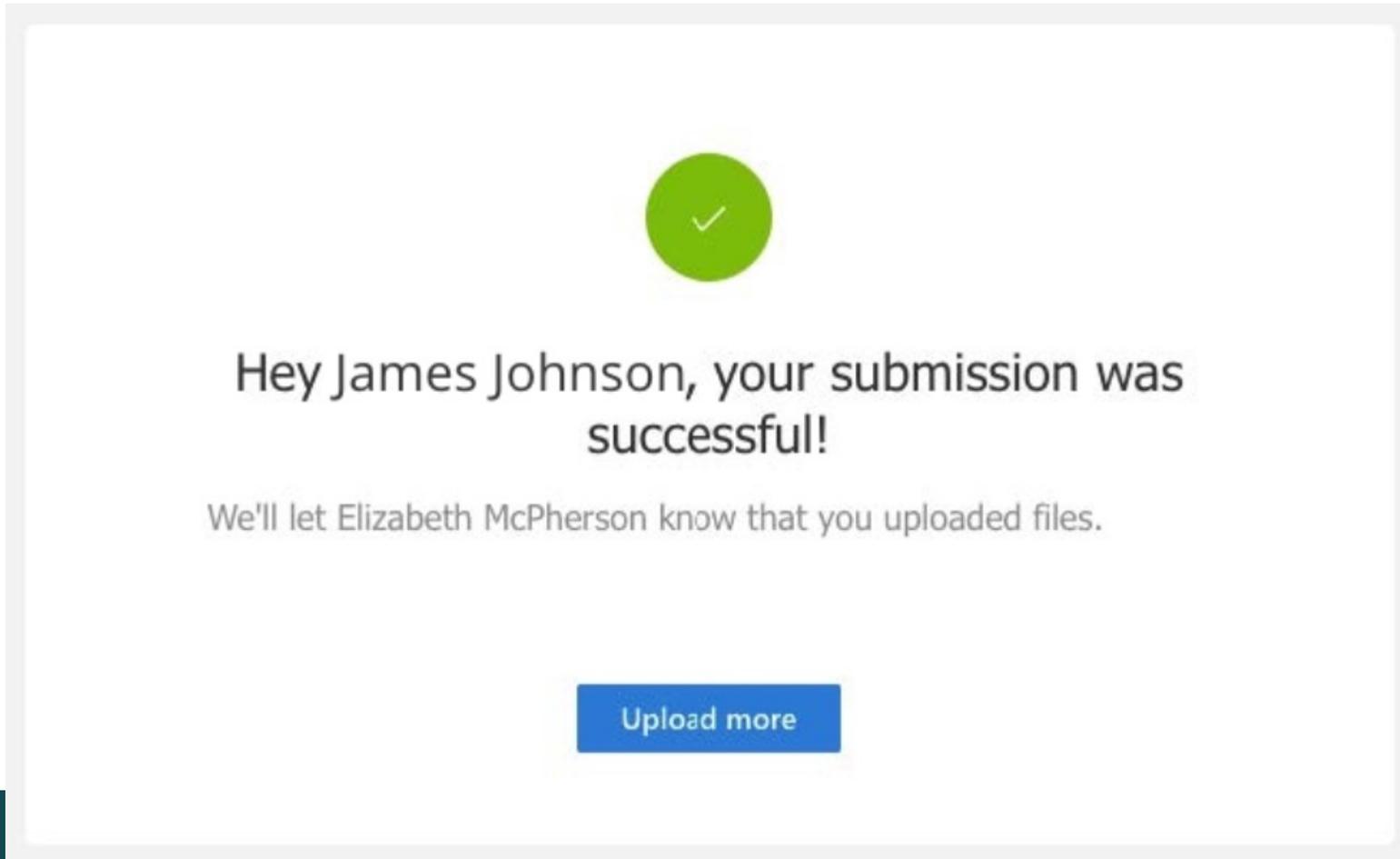
Select files



Submitting Completed Reviews to HR

Follow the instructions below:

2. a) Click **“Add more files”** if you would like to submit additional files.
- b) Click **“Upload”** to upload your files into the folder.



Submitting Completed Reviews to HR

Follow the instructions below:

3. Once the Performance Appraisals are uploaded, you can either upload more files or close the browser window.

Elizabeth McPherson is requesting files for

2023 Admin Performance Review Submissions

FAST-Sara-Vita-PA-2023.docx	×
ACFO-Vishnu-Carthach-PA-2023.docx	×

+ [Add more files](#) Total 2 files 23.3 KB



If you have questions or need support to better understand the performance review process for admin employees, reach out to your manager or your Human Resource Business Partner.



HUMBER