

TEAM DISCUSSION GUIDE

PERFORMANCE MANAGEMENT AREAS OF OWNERSHIP AND RATING SCALE



Orient Your Team

Use these points to quickly set the context for the conversation.

- *Welcome! Today we are going to take the next 15 minutes to talk about **one** of the Performance Management **Areas of Ownership and Ratings**.*
- *Together we will review the session handout and I'll ask some questions to get the conversation started.*
- *This is an opportunity to build a common understanding for what the Areas of Ownership are and how employees will be rated.*
- *Let's begin by taking a closer look at the session handout. (Distribute handout found on page 2)*



Make the Connection

Use these points to help identify and connect the importance of this topic to your team and reinforce the goal of the session.

- *This topic is important to our team because the 3 Areas of Ownership are reflected in your performance review using a 5 rating scale.*
- *You are all expected to take an active role in each Area of Ownership in an effort to support your own growth, mastery, and purpose for the work you do.*
- *As a team, we need to have an understanding of what each Area of Ownership might look like using the rating scale.*



Ignite the Conversation

Use the questions and key points to start an authentic dialogue with your team.

Questions to Start the Conversation:

Key Points to Reinforce:

1.

Ask your team to read the definition of **one** of the Areas of Ownership.



- *Reinforce:* A clear understanding of each area enables us to work towards common goals.

2.

Ask the group to review the rating scale for **one** of the Areas of Ownership. For that area, ask the following question:

When you think of a rating of Meets Expectations, what example comes to mind for you in this area? Think of your role, your job description, and the definitions we just read.



- *Reinforce:* Meets Expectations is a good rating and demonstrates the ability to achieve what is expected. A majority of the organization will receive this rating. As we discuss these areas and rating system, I encourage each of you to think about how you would like to receive continuous feedback this year.
- *Share:* As a leader, you could share an example of what *Meets Expectations* looks like for your team. This would also be a good time to reinforce what you have heard from your employees.



Apply and Practice

The learning doesn't end with the discussion. Do this brief activity to put learning into action. If you don't have time today, do the activity in the next week.

- **Promote the next discussion:** Since there are 3 different Areas of Ownership, we will visit one of these each time. *For our next team meeting, let's each bring an example of what you could do in your role to go beyond "Meets Expectations."*
- *Once you have reviewed all 3 Areas, you might consider having individual conversations with each employee to discuss where you feel they rate in each area.*

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3 AREAS OF OWNERSHIP

The 3 areas of ownership are the core ways employees contribute back to the organization.

Performance to Goals



Performance and accomplishments that reflect progress toward achieving organizational goals.

Commitments



The ability to consistently apply and demonstrate the 10 Commitments based on Respect for People and Continuous Improvement.

Functional Excellence



Activities, tasks and competencies performed as outlined in the job description.

As part of measuring and coaching to performance, each area is rated on a 5 level scale.

5 SCALE RATINGS

EXCEPTIONAL	Key contributor and role model to fulfilling organizational goals	A role model and inspiration that consistently surpasses demonstrating Fairview's 10 Commitments	Performance levels consistently far exceed expectations, role model and teacher to others.
EXCEEDS EXPECTATIONS	Accomplishments frequently exceed expectations in achieving organizational goals.	A role model who consistently exceeds expectations in demonstrating Fairview's 10 Commitments	Performance consistently exceeds expectations due to a high quality of work
MEETS EXPECTATIONS	Achieves organizational goals as written	Consistently demonstrates Fairview's 10 Commitments as they are written	Performance consistently and clearly meets expectations related to the key functions of the role
NEEDS IMPROVEMENT	Organizational goals are not consistently achieved as written	Inconsistently demonstrates Fairview's 10 Commitments	Performance does not consistently meet expectations in quality of work
UNSATISFACTORY	Organizational goals are not achieved	Consistently lacks demonstration of Fairview's 10 Commitments	Performance is consistently below expectations in quality of work

3 WAYS TO ENGAGE

Take ownership of your success

SELF-EVALUATION

Use this process to highlight your strengths and areas of opportunities.

DEVELOPMENT GOAL

Own your development! Create a goal that is meaningful to you and the work you do.

ON-GOING CONVERSATIONS

Have regular conversations with your leader about your goals and performance.



Find additional resources at ODandL.org

PERFORMANCE MANAGEMENT AT FAIRVIEW