
Performance Facilitator Coaching Guide



Manager [or Coach's] Name:

Individual in the job:

Review Period:

Date:

Job Title: Human Resources Assistant

Job Description:

Compiles and keeps employee records and files; records data using a computer system for each employee, such as address, weekly earnings, date of hire, absences, amount of sales or production, supervisory reports on ability, sick leave and disability, and date of and reason for termination; compiles and keys in reports from employment records; files employment records; searches employee files and furnishes information to authorized persons; interacts frequently with employees, applicants, human resources staff, company managers, and external vendors/service providers, such as temporary agencies, search firms, relocation companies, and others.

Performance Facilitator

Competencies For This Position Include:

Ability To Take Initiative/Responsibility
Attention To Detail
Capacity To Cooperate And Collaborate
Commitment
Communication Skills
Interpersonal Skills
Organization/Planning Skills
Service Orientation

Please use the following rating scale to help evaluate the individual's responses.

Rating	Rating Standard
1 - Needs Correction	Individuals' responses contained very few of the target behaviors. Either the behaviors he/she discussed were not at, or even close to, the level indicated in the target behaviors, or the person did not give you enough information for you to have confidence that he/she has exhibited this competency at the level needed for success. Recommend development planning and substantial coaching to remain
2 - Competent	Individuals' responses covered some of the target behaviors, but not quite at the level that is ideal for that competency. Still, the quality of the person's answers leads you to believe that he/she would excel with some additional exposure, coaching and/or training. At the present time he/she is performing at a level that is fully competent for this job, but would benefit from additional development.
3 - Peak Performer	Individuals' responses contained many, if not all, of the target behaviors. His/her responses indicate well-developed skills which have lead to high levels of job performance. This individual's job performance is of superior quality. This person should be used to coach others in this competency.

Competency Details

Ability To Take Initiative/Responsibility

Taking initiative/responsibility looks at an individual's ability to stand up and be counted upon to find an appropriate solution and for taking the necessary action without any prompting. This competency asks the question 'To what extent are you prepared to be personally accountable and take initiative when issues and problems arise, and before you have been asked to do so?'

Target Behavior :

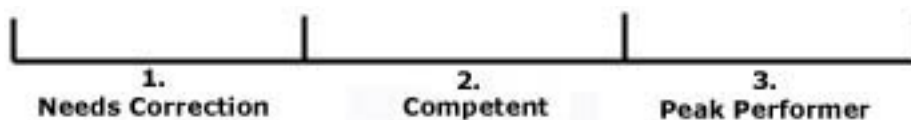
1. Keeps work commitments; works within time and budget constraints, takes pride in work.

Coaching Question :

Describe a particular work commitment you met, even though it may have been difficult to do so.

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2. Accepts responsibility for mistakes; is honest and truthful.

Tell me about a time when you made a mistake on the job. What did you do about it and who did you tell, if anyone?



Competency Details

Attention To Detail

Attention to detail looks at an individual's ability to manage their own work and the work of others to ensure that it is fit for purpose and free from error. This competency asks the question 'To what extent do you try to create high levels of accuracy in your work and make sure that smaller or apparently less significant (but important) requirements are not forgotten?'

Target Behavior :

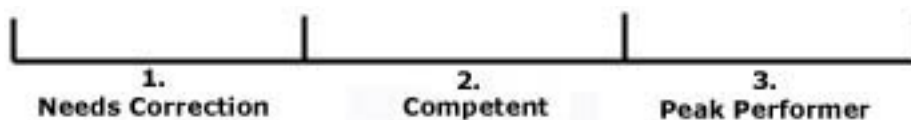
1. Is a perfectionist about details; does not sacrifice quality for speed.

Coaching Question :

Tell me about a time when you did not have enough time to make sure your product was perfect before you had to send it out. How did you handle it?

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2. Takes care to check and re-check work for quality and precision.

Give me an example of a time when you took extra care to make sure your work product was flawless.



Competency Details

Capacity To Cooperate And Collaborate

Capacity to cooperate and collaborate looks at an individual's ability to work positively and flexibly in group situations, maintaining an open and helpful attitude as much as possible. This competency asks the question 'To what extent do you work effectively with and through other people in a team situation in a cooperative and collaborative way?'

Target Behavior :

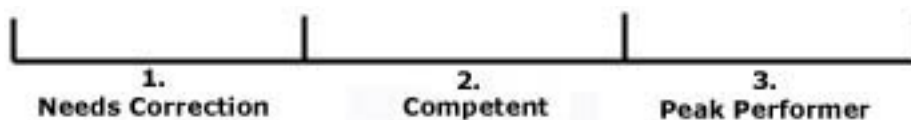
1. Promotes collaboration and cooperation through own positive working relationships.

Coaching Question :

Describe a time when you got someone to cooperate with you who others had not been as successful with. How did you do it?

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2. Helps internal customers with their work so that they can serve external customers better.

Tell me about a time when you helped a co-worker out so that they could serve their customers better.



Competency Details

Commitment

Commitment looks at an individual's capacity to consistently demonstrate their honesty, and integrity when they have made promises or commitments. This competency asks the question 'To what extent do you take your promises seriously and make sure that you honestly follow through and do not unnecessarily 'cut corners' or decide to miss a deadline, target or personal commitment?'

Target Behavior :

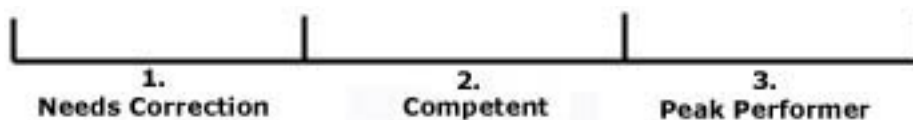
1. Demonstrates understanding of both perspectives; looks out for the company's best interests.

Coaching Question :

Think about a time when you had to deal with a conflict between company policy and the customer's needs or wants. What did you do?

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2. Willingly takes on extra work to help the organization meet its objectives; challenges self and peers to strive for excellence.

Tell me about a time when you took on extra work to help your area meet an objective.



Competency Details

Communication Skills

Communication skills looks at the extent to which an individual communicates with economy and clarity, and remains open to feedback to improve their communication skills in the future. This competency asks the question 'How well do you design and send verbal messages and attentively listen to people's responses in order to adjust your communications?'

Target Behavior :

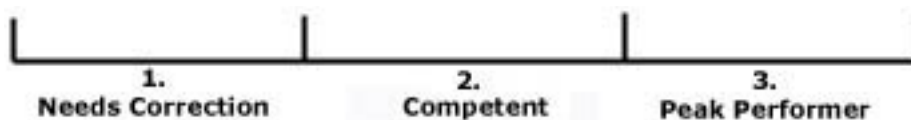
1. Demonstrates ability to adjust communication style to ensure effective interaction with a variety of customers.

Coaching Question :

Give me a couple of examples showing how you adjust your communication style, depending on who your customer is at the time.

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2. Organizes, simplifies, and explains complex information effectively.

Give me an example of a time when you explained a complex issue to someone who knew little about it. How did you go about it?



Competency Details

Interpersonal Skills

Interpersonal skills looks at an individual's ability to engage with other people in a positive way, regardless of their level, status or rank in the organization (or outside it). This competency asks the question 'To what extent do you demonstrate effective relationship skills (building and maintaining) with every individual you meet in your day-to-day work activity?'

Target Behavior :

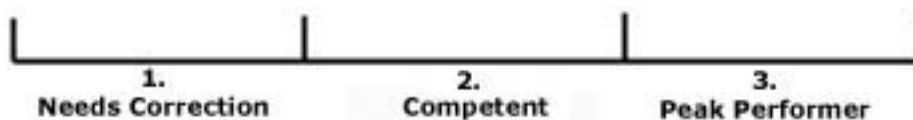
1. Relates well to all kinds of people (up, down, sideways), inside and outside the organization; builds rapport appropriately.

Coaching Question :

Tell me about a time when you built strong relationships where none had existed before.

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2. Spends time and effort on initiating new relationships.

Describe a time when you invested time in building a new relationship. What was the value?



Competency Details

Organization/Planning Skills

Planning and organizing looks at an individual's ability to build balanced and comprehensive strategies to achieve their goals through careful preparation and organization. This competency asks the question 'How well do you orchestrate yourself, the resources and time available to you, and the people around you, to give yourself the best possible chance to achieve your objectives successfully?'

Target Behavior :

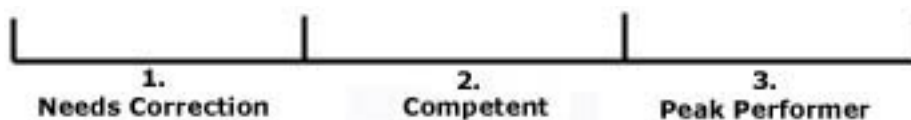
1. Sets realistic goals for him/herself; has a clear understanding of the big picture; periodically evaluates own his/her own progress.

Coaching Question :

Describe a day at work when you knew that you had more to accomplish than usual. How did you organize your work?

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2. Anticipates the possibility of last-minute changes to the execution of plans and projects; builds adjustability into plans.

Give me an example of a last-minute change that affected your work. How did you accommodate it?



Competency Details

Service Orientation

Service orientation looks at an individual's commitment to offering the best service and quality in every task that they perform . This competency asks the question 'To what extent do you try to offer warm, friendly, accommodating and focused service excellence in every task or project that you undertake?'

Target Behavior :

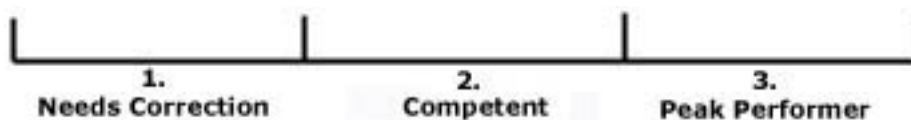
1. Makes sure service inquiries are effectively handled; is alert and in touch with service needs; keeps the customer informed.

Coaching Question :

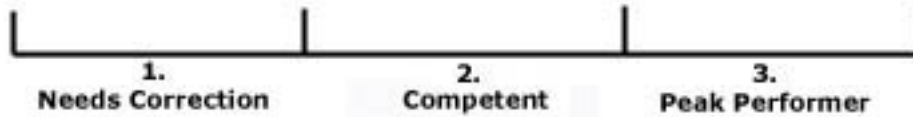
Tell me about a time when you went out of your way to make sure a customer's service inquiry was handled right.

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2. Handles difficult service requests with a positive, helpful attitude; shows resourcefulness in solving challenging customer issues.

Describe one of the more challenging customer requests you have handled recently. What did you end up doing?



Overall Performance Rating



Overall Evaluation Notes/Comments:

Goals for the next review period:

Development activities needed:

Note: Contact your PF consultant to obtain customised development plans (for an additional fee)