

Assessment and Development: EXPECTED PERFORMANCE

Refer to your online training tools to help with the Goals assessment (Expected Performance). Remember, you are assessing on the employee’s capability, not their previous performance. For each of the following 3 goals below, and their respective metrics that reinforce the goals, assess the employee by indicating using the following **blue 5 point scale**, and then summarizing using the **red 3 point scale**:

- (ND) Likely Needs Development
- (MI) Marginal Improvement Likely Required
- (TAR) Targeted Results are Likely Expected
- (EXD) Will Likely Exceed Targets
- (N/A) Not applicable / Not enough information

- (LBEL) Likely Below Expected Behaviors*
- (LME) Likely Meets Expected Behaviors*
- (LEXD) Likely Exceeds Expected Behaviors*

Be advised that some goals are designed for all leaders, Line of Business Leaders (LoB) or Center of Excellence Leaders (CoE). Complete either as necessary.

Leadership Development – All Leaders (Goal 1)	ND	MI	TAR	EXD	N/A
Increase business, management, and selling skills of team	___	___	___	___	___
Share best practices with TA, and be recognized by that team	___	___	___	___	___
Increase efficiency in delivery of services	___	___	___	___	___
Consistently meet or exceed client satisfaction levels	___	___	___	___	___
Develop stronger team morale	___	___	___	___	___
Decrease unwanted turnover of TA team members	___	___	___	___	___
Increase personal job satisfaction of team	___	___	___	___	___
Subordinate team performs better and gains greater results	___	___	___	___	___
SUMMARY: ___LBEL ___LME ___LEXD					

Agent of Change When Required – CoE Leader (Goal 2)	ND	MI	TAR	EXD	N/A
Reduce costs, eliminate redundancies, and increase in knowledge share and expertise across the organization.	___	___	___	___	___
Enable quality business insights and meaningful analysis leading to more effective decision making.	___	___	___	___	___
Increase rate and quality of innovation and adoption of new ideas within areas of expertise.	___	___	___	___	___
SUMMARY: ___LBEL ___LME ___LEXD ___N/A					



Agent of Change as Required – LoB Leader (Goal 2)	ND	MI	TAR	EXD	N/A
Increase reporting capability and business intelligence / analysis.	—	—	—	—	—
Demonstrate flexible recruiting capabilities to successfully meet changing business requirements and fluctuating demand.	—	—	—	—	—
Increase planning and forecasting capability to establish the function as a value added and consultative group that provides business insights and meaningful analysis leading to effective decision making.	—	—	—	—	—
Partner with business and achieve agreed on metrics and recruiting efficiencies to reduce costs and increase recruiter productivity.	—	—	—	—	—
Increase reporting capability and business intelligence / analysis.	—	—	—	—	—
SUMMARY: ___LBEL ___LME ___LEXD ___N/A					

Reporting and Analytics – CoE Leader (Goal 3)	ND	MI	TAR	EXD	N/A
Support strategy development and delivery of critical insights through use of analytics and market intelligence to the LoB.	—	—	—	—	—
Deployment and usage of reporting tools.	—	—	—	—	—
Increased LoB recruiting team satisfaction as determined through manager survey / feedback.	—	—	—	—	—
SUMMARY: ___LBEL ___LME ___LEXD ___N/A					



Reporting and Analytics – LoB Leader (Goal 3)	ND	MI	TAR	EXD	N/A
Improved strategy development and delivery of critical insights through use of analytics and market intelligence.	—	—	—	—	—
Improved relationships with clients and HRBP’s as determined by survey scores and feedback.	—	—	—	—	—
Increased reporting accuracy as determined by client feedback and audit results.	—	—	—	—	—
Increased analytics capability as determined through hiring manager survey / feedback.	—	—	—	—	—
Deployment and usage of analytic tools.	—	—	—	—	—
Increased manager satisfaction as determined through hiring manager survey / feedback.	—	—	—	—	—
SUMMARY: ___LBEL ___LME ___LEXD ___ N/A					

Workforce Planning – All Leaders (Goal 4)	ND	MI	TAR	EXD	N/A
Reduced cycle times for open requisitions.	—	—	—	—	—
Reduced vacancy rate resulting in increased revenues and reduction in lost opportunity cost.	—	—	—	—	—
Clear definition of what can be accomplished with resources at a steady state - servicing turnover, attrition, transfers, and promotions.	—	—	—	—	—
Clear definition of how TA can service staffing initiatives driven by the business, likely by using flexible staff, partners, and innovations	—	—	—	—	—
SUMMARY: ___LBEL ___LME ___LEXD ___ N/A					



Execution and Process Improvement – All Leaders (Goal 5)	ND	MI	TAR	EXD	N/A
Increase individual contributor productivity	—	—	—	—	—
Decrease time to fill and / or have mutually agreed expectations on delivery with the business	—	—	—	—	—
Normalize number of qualified candidates for each search to acceptable levels (see recruiter metrics)	—	—	—	—	—
Increase in candidate satisfaction as evidenced by candidate survey results.	—	—	—	—	—
Deepen relationship with the business by providing predictable service delivery standards for each opening, increasing client satisfaction as evidenced by hiring manager survey / feedback	—	—	—	—	—
SUMMARY: __LBEL __LME __LEXD __N/A					

Install Training Related to Development – All Leaders (Goal 6)	ND	MI	TAR	EXD	N/A
Achieve higher quality hire as measured by hiring manager survey and 90 day new hire review/feedback	—	—	—	—	—
Achieve passing scores for any skills based assessments at the end of each training session	—	—	—	—	—
Achieve acceptable satisfaction levels with hiring managers and applicants on customer surveys	—	—	—	—	—
Transition reactionary recruiting culture to a proactive recruiting culture as reported in the hiring manager feedback	—	—	—	—	—
SUMMARY: __LBEL __LME __LEXD __N/A					



Assessment and Development: MOTIVATIONS

Refer to your online training tools to help with the Motivations assessment. In this exercise, you should simply place a check next to any statement that you think may deserve attention during the development plan creation.

It may deserve attention because you don't know if the leader would agree with this statement or because it is your perception that they would not agree with this statement or you have observed / received feedback about a topic similar to the statement. In any event, simply check a box that may deserve some attention and it will be added to your development plan for consideration.

X	STATEMENT
<input type="checkbox"/>	(1) favorite part of the job happens to also be critical to success
<input type="checkbox"/>	(2) finds that professional life matches up with personal life and life events
<input type="checkbox"/>	(3) has a job that satisfies his / her ego
<input type="checkbox"/>	(4) enjoys socialization that position creates
<input type="checkbox"/>	(5) handles or mitigates frustrations experienced well
<input type="checkbox"/>	(6) enjoys the sphere of influence experienced at work
<input type="checkbox"/>	(7) considers responsibilities exciting, and responsibilities are respected
<input type="checkbox"/>	(8) finds amount of promotional opportunities appealing and abundant
<input type="checkbox"/>	(9) thinks the business puts out a quality product, both in recruiting and LOB
<input type="checkbox"/>	(10) believes goals are achieved and has sense of satisfaction on completion
<input type="checkbox"/>	(11) believes in behaviors that are being measured and messaged regularly
<input type="checkbox"/>	(12) feels that the coaching / instructing of others required is appropriate
<input type="checkbox"/>	(13) finds that the business accelerates or trains them appropriately for their career
<input type="checkbox"/>	(14) feels type and frequency of decisions in the job are satisfying
<input type="checkbox"/>	(15) works alone and / or in teams in a fashion acceptable to them
<input type="checkbox"/>	(16) likes culture at the business
<input type="checkbox"/>	(17) believes in the business brand, its messaging, and value to the community
<input type="checkbox"/>	(18) receives direction in such a fashion such that is motivating
<input type="checkbox"/>	(19) pleased with the maturity and size of the business as part of their career track
<input type="checkbox"/>	(20) in position that offers an appropriate level of growth and / or innovation
<input type="checkbox"/>	(21) performance managed appropriately / receives constructive feedback
<input type="checkbox"/>	(22) thinks the culture for recognition is appropriate and enabling
<input type="checkbox"/>	(23) believes leadership opportunities are available and discussion is open
<input type="checkbox"/>	(24) enjoys the role he/she plays as a leader, even if an individual contributor
<input type="checkbox"/>	(25) does not perform leadership duties that he / she is not interested in doing
<input type="checkbox"/>	(26) finds pay structure and related compensation satisfactory
<input type="checkbox"/>	(27) is satisfied with the amount of travel resident in the job
<input type="checkbox"/>	(28) is satisfied with the mentoring that is received
<input type="checkbox"/>	(29) receives support from other functions to enable his / her job



Assessment and Development: BEHAVIORS

Refer to your online training tools to help with the Behaviors assessment. For each of the following 5 behaviors below, and their respective dimensions, assess the employee by considering the dimensions first, and then summing at the behavioral level. Use the following **green 5 point scale for dimensions**, and then summarize using the **red 3 point summary scale**:

(DEV) Targeted / Potential Development
 (FOU) Foundational
 (INT) Intermediate
 (ADV) Advanced
 (EXP) Expert
 (N/A) Not applicable to role

(LBEL) Likely Below Expected Behaviors
 (LME) Likely Meets Expected Behaviors
 (LEXD) Likely Exceeds Expected Behaviors

BEHAVIOR 1: Maintains a Proactive Work Style to Achieve Results Consistently

Planning and Organizing

Dimension

Establish a course of action for self or others to accomplish a specific goal. Plans appropriate allocation of resources. Behavioral Indicator - Uses a daily planning structure and planning methodology to ensure all tasks and initiatives are executed for self and staff.

Follow Up

Dimension

Establishing procedures to monitor results of delegations, assignments or projects. Behavioral Indicator - Uses a process to stay current on key tasks and initiatives to ensure work is completed on time and within acceptable franchise standards.

Time Management

Dimension

Planning for all tasks and activities appropriately to complete all work assignments. Behavioral Indicator - Utilizes a planner to schedule time during the day to complete tasks and allocate time to complete critical work.

Energy

Dimension

Consistently maintaining a high activity or productivity level. Behavioral Indicator - Works diligently at tasks until they are completed. Demonstrates ability to get things done with urgency and on time.

Organizational Awareness

Dimension

Using knowledge of systems/situations/culture to identify problems and opportunities Behavioral Indicator - Keeps informed on what is happening in the work environment and adjusts to changes based on awareness of changing needs.

Innovation

Dimension

Generating creative solutions to work situations. Behavioral Indicator - Brainstorms with staff and clients to collect best ideas and researches to find best practices. Views challenges from several perspectives to determine new solutions.

Maximizing Performance

Dimension

Establishing performance goals, coaching performance, and training. Behavioral Indicator - Works with staff to develop goals and dedicates time to mentor staff to achieve performance standards.

Analysis and Problem Identification

Dimension

Securing relevant information and identifying key issues and relationships from a base of information. Behavioral Indicator - Disseminate information and extract key data points to produce useful insights which enable increased decision making capability.

Behavior 1 Summary ___LBEL ___LME ___LEXD

BEHAVIOR 2: Operates with a Focus Founded in and Influenced by the Client Relationship

Customer Service Oriented

Dimension

Making efforts to listen to and understand the customer and giving high priority to customer satisfaction. Behavioral Indicator - Is proactive in all interactions with clients, staff members and others. Looks for ways to satisfy the needs of others in a positive manner.

Integrity

Dimension

Maintaining and promoting social, ethical and org. norms to conduct business. Behavioral Indicator - Goes out of the way to make sure things are done in a highly ethical way; Promotes a “win-win” environment when suggesting solutions to the client needs.

Respect for Others

Dimension

Respects and recognizes the contribution of others. Behavioral Indicator - Acknowledges others and is respectful of people’s ideas and feels esteem for people.

Strategic Planning

Dimension

Establishing a course of action to accomplish a long range goal or vision. Behavioral Indicator - Uses THE BUSINESS lens and business input to create a strategy that enables business results.

Information Monitoring

Dimension

Setting up ongoing procedures for review of information necessary for management of the business. Behavioral Indicator - Establishes goals and objectives and an information reporting method to understand and report on LoB performance in regards to recruitment.

Communication

Dimension

Expressing ideas clearly verbally and in writing. Behavioral Indicator - Prepares communication thoughts to ensure the audience receives the proper message. Uses clear and direct language that does not distort the message.

Behavior 2 Summary ___LBEL ___LME ___LEXD



BEHAVIOR 3: Services Stakeholders using a Sales Based Skills Set

Persuasiveness & Sales Ability

Dimension

Using interpersonal style to gain acceptance of an idea, plan, activity or product from prospects or clientele. Behavioral Indicator - Present ideas to senior management using convincing arguments and relevant data to persuade constituents to take action.

Negotiation

Dimension

Effectively exploring alternatives and positions to reach outcomes that gain all parties support and acceptance. Behavioral Indicator - Creates a “win – win” environment by considering needs of all constituents in the decision making process.

Tenacity

Dimension

Staying with a position or plan of action until the desired result is achieved. Behavioral Indicator - Drives to conclusions by removing barriers and overcoming obstacles to ensure completion of all commitments.

Curiosity

Dimension

Inquisitiveness – the natural inclination to ask why or why not. Behavioral Indicator - Seeks to find answers to why and how the business operates.

Listening Skills

Dimension

Ability to listen to the needs of others and utilize learning to formulate appropriate questions and recommendations. Behavioral Indicator - Focuses on receiving communication and verifying for understanding. Takes notes to ensure all relevant information is captured.

Account Management

Dimension

Managing all aspects of the engagement of the client engagement process. Behavioral Indicator - Develops a plan to ensure consistent communication, updates, changes, and status on all client initiatives.

Gains Commitment

Dimension

Asking for incremental commitments from the beginning of the sales cycle through close. Behavioral Indicator - Engages with clients from beginning through close of all transactions to set expectations and agree on accountability during all steps of the hiring process.

Behavior 3 Summary ___LBEL ___LME ___LEXD



BEHAVIOR 4: Uses Required Technical Skills to achieve predictable results consistently

Technical Knowledge

Dimension

Specific knowledge required to meet or exceed the performance standards of the role. Behavioral Indicator - Develop a national Talent acquisition strategy; Develop and execute a business plan; Expertise in sourcing, assessing and hiring; Sell services and solutions that satisfy client need.

Technical Proficiency

Dimension

Achieved performance in specific technical areas. Behavioral Indicator - Consistently delivers results due to proficiencies gained in the recruiting profession.

Develop Organization Talent

Dimension

Developing subordinate's skills and competencies. Behavioral Indicator - Works with every individual in the organization to assess capability and commit to continuously increasing the skills and competencies of all team members.

Individual Leadership

Dimension

Using interpersonal styles to inspire and guide people toward goal achievement. Behavioral Indicator - Shares appropriate information and uses selling skills to motivate people to act by recommending solutions and using personal experience to remove barriers to success.

Meeting Leadership

Dimension

Using interpersonal styles to guide a meeting toward its objective. Behavioral Indicator - Uses facilitation skills to manage an agenda and focuses on items to accomplish meeting purpose.

Decisiveness

Dimension

Making timely decisions, rendering judgments, taking action and committing to a position. Behavioral Indicator - Collects facts, performs analysis and decides on a course of action.

Delegation

Dimension

Allocating decision making authority and task responsibilities to appropriate subordinates. Behavioral Indicator - Assigns tasks to appropriate team members while providing mentoring and advice as appropriate.

Behavior 4 Summary ___LBEL ___LME ___LEXD

BEHAVIOR 5: Leads Client Service by Taking Personal Leadership and Ownership of Daily Work

Good Judgment

Dimension

Committing to an action after developing alternatives. Behavioral Indicator - Decides on a direction using knowledge base and sound facts.

Team Influence

Dimension

Using interpersonal styles and methods to inspire individuals or a team toward goal achievement. Behavioral Indicator - Frequently communicates with team to communicate needs, progress, changes and future plans to keep team members tracking to success standards.

Visionary Leadership

Dimension

Creating a desired future state by helping others see how things can be different. Behavioral Indicator - Creates an environment of innovation and is inclusive when developing business plan and forward strategy.

Empowering People

Dimension

Empowering associates to initiate and execute responsibilities. Behavioral Indicator - Creates an environment in which employees feel responsible for exercising authority to perform all aspects of their job.

Establishing a Clear Vision and Purpose

Dimension

Thinks strategically about the business and our customers. Collaborates and builds alignment and relationships. Creates and communicates a compelling and inspired vision and sense of purpose; focuses team energies on those key activities that will have a significant impact on the organization and our customers. Behavioral Indicator - Builds goals and objectives for team that create business value and supports client's strategic initiatives; Creates a mission to describe the shared alliance vision and translates to actionable tactics that drive performance of mutual TA / Client business plans.

Growing Capability

Dimension

Invests in the development of enterprise capability, oneself and others; constructs development plans to maximize potential; challenges self and others to take stretch opportunities; builds organizational capability and individual development into the job; executes own plan and encourages others to grow and develop. Behavioral Indicator - Designs plan with the intent of driving performance at the management and individual contributor level; Seeks input to development of plans and includes team and client input to rationalize recruiting capability for the LoB; Has a clear understanding of the client's needs and creates functional capability utilizing internal and external resources to introduce best practices.

Leading Change

Dimension

Drives the implementation and acceptance of change in the workplace, including innovative solutions and alternative approaches for changing circumstances; Motivates others to adapt to change; Active change agent for all constituencies; Manages changes in products and services to ease customer transitions. Behavioral Indicator -

Embraces change and demonstrates organizational capability of flexing and adapting plans to meet client needs; Holds team firmly accountable for changing tactics while maintaining superior results.

Managing Risk

Dimension

Balances risk with the organization's need to grow; takes on risk only after understanding options for mitigation and trade-offs; creates common understanding of risks and how to monitor and manage them for creating shareholder value. Behavioral Indicator - Measures risk using advanced reporting and analytics; Considers alternatives and consults with experts to develop acceptable options.

Driving Results

Dimension

Acts decisively on the strategy; is accountable for outcomes. Seeks out understanding of both customers' needs and internal processes, and implements creative improvements for ease and efficiency. Pushes self and others for results, displaying energy, drive and a desire to succeed; Persistent, but flexible when warranted; Not discouraged even in the face of resistance or setbacks. Behavioral Indicator - Sets high standards for self and team; Consistently looks for opportunities to engage with clients to understand the business and bring TA solutions that add value and enable business results.

Ability to Learn

Dimension

Capability of absorbing new information. Behavioral Indicator - Demonstrates a willingness to learn by attending training and uses new learning on the job.

Adaptability

Dimension

Maintaining effectiveness in varying environments and with different asks, responsibilities and people. Behavioral Indicator - Changes plans, procedures or processes to flex to meet business requirements.

Behavior 5 Summary ___LBEL ___LME ___LEXD