



UR Engaged

Continuum of Contribution Conversation Guide Employee Edition

As part of UR Engaged, managers are asked to consider contributions of each of their direct reports along a continuum called the Continuum of Contribution. This is a guide to help you prepare to talk with your manager about your contributions in three areas:

- impact on department results
- progress on identified goals and/or competencies and
- professional development.

For more information on the CoC or to review our Frequently Asked Questions, visit the [UR Engaged website](#).

The employee has contributed to department results.

Even if your department did not identify or openly share specific goals, every department has achieved results that help the University operate. Reflect upon what your department and team have achieved since July of 2022.

- 1.
- 2.
- 3.

Reflect on how you have contributed to the results of your team and department, whether directly or indirectly. Perhaps you worked directly on certain results, or played a supporting role. Perhaps you took on additional tasks so that others could have the capacity to focus on specific goals. All of these are forms of contribution.

- 1.
- 2.
- 3.



The employee has made progress on their identified goals and/or competencies.

During your first UR Engaged Check-In you should have identified goals and/or competencies to work on during the performance cycle. These goals and/or competencies should have been documented in UR Talent Web and discussed with your manager during subsequent UR Engaged Check-Ins. Spend some time re-reading your goals and/or competencies and the comments you and your manager made during Check-Ins. List below the progress you made throughout the year.

- 1.
- 2.
- 3.

The Employee has developed professionally.

Professional development is about developing new knowledge, skills, and abilities that help you to be better at your job. There are countless ways to develop and below is just a partial list of some of the more common forms of professional development:

- Taking part in in-person or virtual workshops
- Involvement in a professional association/organization
- Participation in a Community of Practice
- Assignments/Tasks outside of your normal job duties
- Taking part in a formal or informal mentoring or coaching relationship
- Job shadowing and learning from co-workers
- Reading books and articles, and watching videos related to your work
- Through experience – by doing your job every day and becoming better through repetition and practice

Reflect on the specific ways you have developed over the past year and identify specific examples of how you have become better at your job.

- 1.
- 2.
- 3.



There may also be other ways that you have contributed to the success of UR in your role that do not necessarily fall into one of the three categories above. List those contributions below.

- 1.
- 2.
- 3.

Now that you have identified your contributions over the past year, it's time to prepare to have a conversation with your manager.

Schedule the meeting:

If it has not already been scheduled, find a good time to discuss your contributions with your manager. Be sure to let them know what you would like to discuss during this meeting.

Prepare to Share

Consider how you would like to share your contributions with your manager. It is important to avoid comparing your contributions to those of others. Managers are being encouraged to view each of their team members' contributions individually as well.

Have the Conversation

Share your contributions

This is your opportunity to highlight your contributions from your perspective. Be clear and concise, and identify specific examples of how you have contributed to department results, progressed on your goals and/or competencies, and developed professionally.

Ask for their perspective

It is important to gain your manager's perspective on your contributions. They may not be aware of all the ways you have contributed, or may have identified contributions that you did not. This is a great opportunity to learn what contributions your manager views as particularly successful or important.



Discuss areas of difference

If you and your manager have different perspectives on some of your contributions, discuss them openly and avoid becoming defensive or argumentative. Ask clarifying questions to better understand their point of view.

Wrap-up

Identify any next steps such as scheduling a follow-up meeting or gathering additional information. Thank your manager for conversing with you about your contributions.