

UR Engaged

Continuum of Contribution Conversation Guide Manager Edition

As part of UR Engaged, managers are asked to complete the Continuum of Contribution (CoC) for each of their direct reports. This is a guide to help you prepare to talk with your employees about their 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](#).

Employee Name: _____

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 your team member has contributed to the results of your team and department, whether directly or indirectly. Perhaps they worked directly on certain results, or played a supporting role. Perhaps they 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 worked with your employees to identify 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 during subsequent UR Engaged Check-Ins. Spend some time re-reading your employee's goals and/or competencies and the comments you and they made during Check-Ins. List below the progress they made throughout the year.

- 1.
- 2.
- 3.

The Employee has developed professionally.

Professional development is about developing new knowledge, skills, and abilities that help someone 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 the employee has developed over the past year and identify specific examples of how they have become better at their job.

- 1.
- 2.
- 3.



There may also be other ways that they have contributed to the success of UR in their 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 team member's contributions over the past year, it's time to prepare to have a conversation with them.

Schedule the meeting:

If it has not already been scheduled, find a good time to discuss contributions with your team member. 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 perspective on their contributions with them. It is important to avoid comparing their contributions to those of others. Employees are being encouraged to view their own contributions individually as well.



Have the Conversation

Share your contributions

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

Ask for their perspective

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

Discuss areas of difference

If you and your employee have different perspectives on some of their 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 team member for preparing and discussing their contributions openly with you.