APPENDIX 2: KNOWLEDGE QUESTIONNAIRE MEMORANDUM

1. What is the goal of Performance Management?
   To create both competence and consistency in the treatment of employees.

2. What is the formula for Performance
   Behaviour + Results = Performance

3. What does the Performance Management process constitute?
   - **Planning and goal setting**
   - **Monitoring by continual feedback**
   - **Developing**
   - **Reviewing and rating**
   - **Rewarding**

4. What is a good tool that Managers can use to guide their Performance Management activities?
   The Behaviour Analysis Triangle

5. What are the two main reasons we measure performance?
   - **To prepare employees for more responsibility/more complex tasks**
   - **To identify strengths/ areas needing improvement**

(Other answers may include)
- **To measure progress on goal achievement**
- **To develop action plans for improvement**
- **To identify enablers and impediments to performance**
- **To acknowledge Associates for their efforts via promotion, compensation, or recognition**
- **To strengthen responsibility of Associates in defining and achieving goals**
- **To set new expectations and goals**
- **To motivate Associates**
- **To help Bosch learn as an organization**
- **To help us develop a common understanding and partnership about where we are headed.**

6. To avoid claims of discrimination or possible legal action, what is the best action Managers should take in their Performance Management activities?
   - Document all significant conversations with the employee
   - Managers should create a log about their feelings concerning the employee's performance
   - **Document specific performance and consequences of employee behaviours**
   - Use the session to formally review specific details of the employee's performance.

7. Generally speaking, problems about performance shouldn't be a total surprise to the employee.
   - **True**
   - False

8. What Performance Management tool should Managers regularly use and update?
   Associate Work/Performance file

9. Employees are entitled to receive a copy of their Associate Work/Performance File.
   - True
   - **False**

10. What two types of performance should be noted in the Employee's Work file?
    Positive and negative performance

(Other possible answers)
- **Facts of the situation**
- **What occurred**
- **When**
- **The Impact**
- **The priority**
- **Who else was involved**
- **Corrective follow-up actions are required**
- **Conditions in the Associate's control and which were not.**

11. How long should you retain materials in each Employee Work File?
    For 5 years or longer.

12. What is a good number of goals to include on the Performance Review Discussion form?
    4 – 7 goals

13. One factor that Associates should be measured and assessed on includes their ability to meet Stretch Goals.
    - True
    - **False**

14. What are the main phases of the Performance Management?
    Planning, execution, Assessment, Review

15. To help you prepare for a well-organised Performance Review Discussion, it's a good idea to have the form completed before you meet with the Employee. That way you can review your findings in an efficient manner.
    - True
    - **False**

16. When you are rating employees' performance, what should you base your assessment on?
    - The organisation's Policy on rating for consistency
    - Observed behaviours and subsequent results
    - The Employee's work history at the organisation
    - Input from the Employee
    - The Employee's ability to achieve the development goals identified during last year's Performance Review

17. What tool helps you look at the different phases of performance and identify potential variables that impact performance?
    The Behaviour Triangle Analysis

18. "Mark is solid performer. He is a technical specialist. He is charismatic and is well-liked by the team. He has organised a weekend golf league for the department. Mark likes taking on new challenges, although he doesn't always follow-through." Is this an acceptable rating assessment?
    - Yes
    - **No (It lacks specifics and detail about Mark's actual performance and includes extraneous information about personality characteristics that are not relevant to job performance)**

19. Promotional moves usually involve a salary increase.
    - **True**
    - False

20. Which factor was identified in one study as the primary cause for poor performance?
    - Low compensation
    - Lack of or poor company-supplied training
    - **Insufficient feedback**
    - Lack of proper career planning support
    - Poor performance rewarded
    - Low worker self esteem

21. What is the most repeated action on the Performance Management Model?
    - Goal setting
    - Action Planning
    - Counselling
    - Coaching
    - **Feedback**

22. Usually Feedback is be delivered in a(n) _____exchange
    - group/team meeting
    - **informal private**
    - written
    - once a year

23. What are the two types of Feedback?
    Reinforcement
    Developmental

24. Which type of Feedback is used to improve behaviour?
    Developmental

25. When delivering Feedback, it is a good idea for Managers to begin by first praising acceptable behaviour and then to suggest ways to improve other behaviours that need adjustment.
    - True
    - **False**

(Note: when delivering Feedback, messages should not be mixed. Treat reinforcement and developmental Feedback separately)

26. What are the two types of Coaching?
    Reinforcement
    Corrective

27. What is the goal of Development Coaching?
To prepare Employees for new roles, responsibilities, tasks

28. If an Associate has a performance problem, as Manager, what is one of your first tasks?
- **Identify the gap: compare actual performance vs. desired performance**
- Recommend solutions
- Determine if the original goal is reasonable
- Determine if the poor performance is the result of Can't vs. Won't issues

29. According to the Ability vs. Motivation Performance Analysis matrix, if Job Knowledge and Willingness are high, the performance problem is likely to be the result of an ability issue that is impacted by the work environment, organisation, or process design.
- **True**
- False

30. What are the key principles of Progressive Discipline Policy?
Immediacy
Consistency
Impartiality

31 What is the first step of Progressive Discipline?
Verbal Warning

32. What is the Progressive Discipline process designed to do?
It is intended to inform an Employee that repeated infractions or poor performance are increasingly more serious and may ultimately lead to discharge.

Or

It is an effort to help an Employee resolve a problem and become successful on the job.

33. Human Resources must be involved in **all** actions and decisions pertaining to termination.
- **True**
- False

34. Counselling and Corrective Coaching are essentially the same.
    - True
    - **False**

(Counselling involves personal problems the Employee may have which are spilling over into work and impacting performance. Counselling may include referrals to EAP programs to help the Employee. Corrective Coaching does not involve EAP, and is more directive. Often the Manager "tells" the Employee what to do to correct performance).

35. When maintaining Documented Feedback files, Managers should include entries that are based on what?
    Specific facts of the situation

Or

    Observable behaviours and their consequences

36. What are two examples of developmental measures?
    Special assignments/projects
    Training
    Benchmarking
    On-the-job development
    Cross-functional rotations
    Coaching
    Lateral job moves
    Promotion