

# **SUPERVISOR'S GUIDE FOR COMPLETING PERFORMANCE REVIEWS**

This guide is meant to assist supervisors through the performance review process. Please feel free to contact Human Resources with any questions or for additional assistance.

Employees expect to be kept informed about their performance on a routine basis. Feedback should be regularly provided in both formal and informal settings. Formal feedback is an integral part of the Company's performance review process.

## **Purpose of the Performance Review Process**

- Provides an opportunity to share with the employee your assessment of performance
- Provides documentation on which to base any change or adjustment to compensation
- Provides a clear understanding of development needs and opportunities available for change
- Creates a planning process between supervisor and employee
- Provides specific expectations, goals, and objectives for the coming review period

## **Conducting a Successful and Comfortable One-On-One Performance Discussion**

Your attitude is critical! Make it clear to your employees that you regard the performance appraisal session as important and a process with value. The best way to conduct a successful performance evaluation discussion is to be thoughtfully prepared and to present examples that illustrate performance issues as they are discussed.

1. Establish a time to meet with each staff member individually.
2. Create a relaxed atmosphere for these meetings.
3. The ideal time is mid-morning...and early in the week....leaving the remainder of the day or week to check back and follow-up, as necessary.
4. Close your office door to ensure privacy and avoid interruptions (or schedule a conference room). Do not take phone calls or check email. Your focus should be that employee.
5. Even the seating arrangement in a review session can be important. Often the image of a manager sitting behind a desk is uncomfortably close to that of a judge presiding in court. Instead, arrange two comfortable chairs at a table or sit side by side.
6. You may wish to begin with a small amount of "chit-chat" and then move quickly to some positive feedback. Research indicates this tends to reduce defensiveness and the employee may be more open for constructive change later in the discussion.
7. Make sure the employee understands your concerns with his or her performance. Give examples. Do not quote hearsay; stick to observed behavior. Be sure to discuss the performance evaluation form by printing two copies or writing down notes. However, the

# Supervisors Guide To Employee Performance Reviews

**DJ Losen**



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