

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 Do not quote hearsay; stick to observed behavior.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

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Douglas Max, Robert Bacal



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Supervisor's Guide to Employee Performance Reviews Michael Deblieux, Lee T. Paterson, 2002 *Supervisor's Guide To Performance Appraisals* Lenard Altaras, 2021-05-27 Conducting performance reviews can be tricky Especially for managers Sometimes there s a huge difference between what they say and what they want to convey To improve this it s important that employers must practice the art of delivering constructive performance appraisal comments A wholesome appraisal process will be one that consists of both positive and negative appraisal comments Therefore don t misunderstand appraisals to be a program where you have to find faults or only praise someone Instead conduct feedbacks that give employees an overall understanding of where they can improve and where they are excelling With this book you ll never fight to find the right words for evaluations again Chock full of more than 150 sample performance appraisals for all job types this comprehensive reference guide gives you everything you need to write appropriate evaluations with ease and accuracy from documenting and rewarding stellar performance to laying the groundwork for disciplinary action Writing employee performance reviews need never stress you out again With this book you ll improve the quality of your evaluations save time and increase your productivity and stop dreading review time for good *Improving Work Performance* United States. Department of Labor. Office of Personnel Administration, 1952 *Performance Evaluation* Robert G. Pajer, 1979 *The Manager's Guide to Performance Reviews* Robert Bacal, 2003-09-10 Offering a quick read on the basics of performance reviews this guide features short informally written chapters bulleted lists self examinations seven types of sidebars and chapter ending checklists of important points **The Essential Performance Review Handbook** Sharon Armstrong, 2010-01-01 The Essential Performance Review Handbook will help you understand why performance reviews serve as an important business tool motivate personnel and increase productivity help achieve your company goals improve manager employee communication and reduce your risk of legal liability **Employee Performance Review System** Massachusetts. Division of Employee Relations, Massachusetts. Department of Personnel Administration, 1987 [The Nonprofit Manager's Resource Directory](#) Ronald A. Landskroner, 2002-04-30 A newly revised and updated edition of the ultimate resource for nonprofit managers If you re a nonprofit manager you probably spend a good deal of your time tracking down hard to find answers to complicated questions The Nonprofit Manager s Resource Directory Second Edition provides instant answers to all your questions concerning nonprofit oriented product and service providers Internet sites funding sources publications support and advocacy groups and much more If you need help finding volunteers understanding new legislation or writing grant proposals help has arrived This new updated edition features expanded coverage of important issues and even more answers to all your nonprofit questions Revised to keep vital information up to the minute The Nonprofit Manager s Resource Directory Second Edition Contains more than 2 000 detailed listings of both nonprofit and for profit resources products and services Supplies complete details on everything from assistance and support groups to

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