

# **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 Do not quote hearsay; stick to observed behavior.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

**Lee T. Paterson**



## **Supervisors Guide To Employee Performance Reviews:**

**Supervisor's Guide to Employee Performance Reviews** Michael Deblieux, Lee T. Paterson, 1992-01-01

*Supervisor's Guide To Performance Appraisals* Lenard Altaras, 2021-05-27 Conducting performance reviews can be tricky. Especially for managers. Sometimes there is a huge difference between what they say and what they want to convey. To improve this, it is 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.

**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.

**Improving Work Performance** United States. Department of Labor. Office of Personnel Administration, 1952

*Performance Evaluation* Robert G. Pajer, 1979

*Employee Performance Review System* Massachusetts. Division of Employee Relations, Massachusetts. Department of Personnel Administration, 1987

**Perfect Phrases for Performance Reviews** Douglas Max, Robert Bacal, 2002-12-02 Hands-on help for quickly and persuasively writing company-mandated performance appraisals. Writing performance appraisals is one of the most difficult and time-consuming tasks managers face. *Perfect Phrases for Performance Reviews* simplifies the job, providing a comprehensive collection of phrases that managers can use to describe employee performance, provide directions for improvement, and more. For example, "Sets priorities well," "Misses important deadlines," "Thorough, reliable, and accurate." All managers and HR professionals will value the book for its hundreds of ready-to-use phrases organized by job skill and performance level. Tips for documenting performance issues and conducting face-to-face reviews. Easily adapted performance review templates covering five performance levels. With the wide-ranging assortment of descriptions available in this book, managers will be able to find the perfect terms to help them analyze and understand the work performance of each person they work with.

*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      *Supervisor's Guide to Documenting Employee Discipline* Lee T. Paterson, 1998 This book provides supervisors with proper procedures for documenting employee behavior discipline Text includes forms flowcharts explanations of regulations sample documentation It shows you how to be objective in verbal written documentation counsel employees with disciplinary problems keep a Critical Incidents Diary      **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 software vendors and Internet servers management consultants to list marketers Provides information on all kinds of free and low cost products available to nonprofits Features an entirely new section on international issues Plus 10 bonus sections available only on CD ROM The Nonprofit Manager s Resource Directory Second Edition has the information you need to keep your nonprofit alive and well in these challenging times Topics include Accountability and Ethics Assessment and Evaluation Financial Management General Management Governance Human Resource Management Information Technology International Third Sector Leadership Legal Issues Marketing and Communications Nonprofit Sector Overview Organizational Dynamics and Design Philanthropy Professional Development Resource Development Social Entrepreneurship Strategic Planning Volunteerism

**Guides for Supervisors** United States. Department of Agriculture. Office of Personnel, 1963      Manual for Police Traffic Services Personnel Performance Evaluation System: Supervisor's guide United States. National Highway Traffic Safety Administration, 1977      *The Health Care Supervisor's Guide to Staff Development* Howard Lee Smith, Norbert F. Elbert, 1986      **Personnel Literature** United States. Office of Personnel Management. Library, 1992      **Supervisor's Personnel Handbook**, 1985      **IRS Employee Evaluations** United States. General Accounting Office, 1999      **Human Resource and Benefits** Almas Sabir, 2019-05-20 This book is essential reading for undergraduate postgraduate and MBA students as well as those studying for their CIPD qualifications With this new energizing and early content in human asset the board moves past a prescriptive way to deal with a comprehensive outline of the job of HRM in its contemporary setting Recognizing and reflecting upon key patterns in HRM the work showcase and the more extensive economy the creator offers basic discourse of the hypothetical and handy issues encompassing HRM      *Federal Register*, 2001-06-19      Library and

Information Center Management Barbara B. Moran, Claudia J. Morner, 2017-11-16 This essential single volume textbook supplies a comprehensive introduction to library management that addresses all the functions of management specifically within the ever evolving modern library environment Strategic planning Facilities management Leadership ethics communication and motivation Human resources and staffing Change library development and innovation Marketing Measurement and evaluation Fiscal responsibility and control These are just some of the wide range of responsibilities and necessary skills of contemporary library managers not all of which are typically covered in detail in LIS educational programs Now updated and expanded for its ninth edition Libraries Unlimited's Library and Information Center Management is the core management text for library information science programs This latest text adds new information on grant writing as well as more about budgets marketing financial management assessment and evidence based management The authors include various real world examples from international settings to help readers understand and conceptualize the place of the library and information center in our global world Each chapter ends with two helpful sections that present numerous examples and opportunities to apply newly gained information Practice Your Skills and Discussion Questions

Painless Performance Evaluations Marnie E. Green, 2006 Appropriate for management human resource and business communication courses at the undergraduate or graduate level Painless Performance Evaluations brings a practical step by step approach to managing employee performance by providing models for setting clear performance expectations and for conducting performance related discussions The approaches offered by Green are widely used in organizations of all sizes to guide managers and supervisors through the performance management process

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## **Table of Contents Supervisors Guide To Employee Performance Reviews**

1. Understanding the eBook Supervisors Guide To Employee Performance Reviews
  - The Rise of Digital Reading Supervisors Guide To Employee Performance Reviews
  - Advantages of eBooks Over Traditional Books
2. Identifying Supervisors Guide To Employee Performance Reviews
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Supervisors Guide To Employee Performance Reviews
  - User-Friendly Interface
4. Exploring eBook Recommendations from Supervisors Guide To Employee Performance Reviews
  - Personalized Recommendations
  - Supervisors Guide To Employee Performance Reviews User Reviews and Ratings
  - Supervisors Guide To Employee Performance Reviews and Bestseller Lists
5. Accessing Supervisors Guide To Employee Performance Reviews Free and Paid eBooks

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- Supervisors Guide To Employee Performance Reviews Budget-Friendly Options
- 6. Navigating Supervisors Guide To Employee Performance Reviews eBook Formats
  - ePub, PDF, MOBI, and More
  - Supervisors Guide To Employee Performance Reviews Compatibility with Devices
  - Supervisors Guide To Employee Performance Reviews Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Supervisors Guide To Employee Performance Reviews
  - Highlighting and Note-Taking Supervisors Guide To Employee Performance Reviews
  - Interactive Elements Supervisors Guide To Employee Performance Reviews
- 8. Staying Engaged with Supervisors Guide To Employee Performance Reviews
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Supervisors Guide To Employee Performance Reviews
- 9. Balancing eBooks and Physical Books Supervisors Guide To Employee Performance Reviews
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Supervisors Guide To Employee Performance Reviews
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Supervisors Guide To Employee Performance Reviews
  - Setting Reading Goals Supervisors Guide To Employee Performance Reviews
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Supervisors Guide To Employee Performance Reviews
  - Fact-Checking eBook Content of Supervisors Guide To Employee Performance Reviews
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development

- Exploring Educational eBooks

### 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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
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