



Performance Assessment Conversation: A Quick Guide for Supervisors

To foster an environment of open communication, you are encouraged to have regular conversations with your staff members about their job performance, goals, and any challenges that may arise.

Clear and open dialogue throughout the year allows for the opportunity to recognize work well done and to address concerns. Regular conversations also provide opportunities for immediate improvement, development, and redirection. In addition, your staff members are encouraged to proactively seek feedback and communicate any concerns with their supervisors. At the end of the year, supervisors must provide a written assessment of each staff member's job performance and summarize their work.

The following suggestions will aid you in having thoughtful conversations with your staff member as a part of the performance assessment process, and are helpful to consider throughout the year.

Plan and prepare for meetings with your staff members

1. Review the job responsibilities, goals and priorities established for your staff member. 2. Review any notes or documentation you accumulated over the year on your staff members' performance.
2. Review their completed employee performance assessment form.
3. Assess progress against each goal and document examples, feedback or input from fellow colleagues or team members.
4. Consider what has helped the staff member achieve their goals and what things might be getting in their way.
5. Complete the supervisor performance assessment form and schedule the performance conversation meeting.

Conversation with the staff member

- Share your honest assessment of the staff member's performance so far this year. Share examples of their work – both in getting work done as well as their behavior in working with you and others. Review any challenges that may have impacted their performance and any opportunities for improvement or development.
- Review any significant discrepancies between their assessment of their performance and your assessment of their performance.
- Discuss professional development interests and needs. Follow-up after this conversation about ways the staff member can engage in professional development opportunities. 4.

Review the SMART goals they included on their performance assessment form and finalize the goals, indicating any modifications that might be necessary.

- Ask the staff member if they have any questions or would like to address a matter that has not been mentioned.

After the Meeting

This is a good opportunity to reflect on how the meeting went.

- Did the staff member seem surprised by any of the discussion? If so, reflect upon whether any of the conversation should have occurred earlier. Remember, timely and continuous feedback is the best way to improve performance on an ongoing basis.
- Was the staff member able to engage fully in the conversation? Using open ended questions encourages more ongoing dialogue.
- Did your staff member share ways in which they would like you to modify your support? If so, are you able to incorporate those changes?
- Did you leave the meeting feeling as though you understood your staff members career aspirations and satisfaction in their current role? If not, what follow up conversations would be helpful?
- Is there additional support that Human Resources could provide you to most effectively manage the performance of your staff?