

**Supervisor's Guide to Conducting an Effective
Performance Development Review**

Your role as a supervisor at Carroll College calls upon you to perform many challenging tasks. These tasks are vital to the operation of this complex institution. The performance of employees and their contributions to the College's strategic goals is a critical aspect of this role. Below are tips for conducting the most effective Performance Review possible. For questions, please contact the Office of Human Resources:

- 1) Provide the employee with advance notice of the review date, time, and location.
- 2) Review the position description and prepare to review the position description with the employee.
- 2) Conduct the review in a private room free from distracting noise, activities or interruptions.
- 3) There is no set standard about how long the discussion should last. Be certain, however, that sufficient time has been allowed for adequate coverage of the major items that need to be discussed.
- 4) In establishing goals, explain the purpose of selecting and defining goals. Elicit goals from the employee, suggest other goals, discuss viable options and mutually select appropriate goals and objectives. Goals that you have reservations about should be avoided. Define goals in specific terms, objectives in measurable terms.
- 5) Rank goals in priority order so that the expectations are clear to the employee.
- 6) Treat employees with honesty and sincerity; employees are quick to sense insincerity and may grow resistant or suspicious if they feel you are not. Be honest, yet constructive.
- 7) Use the attached job fundamental list in discussing and setting performance expectations in the goal-setting exercise.
- 8) Give the employee every possible opportunity to express feelings about his or her feedback, progress toward goals, as well as to excuse or justify past performance. Nothing is lost by allowing the employee to retain self-respect and nothing is gained if the employee leaves the discussion feeling resentful.
- 9) Listening skills during this discussion are as important as speaking skills.
- 10) Be sensitive to your impact upon and role to employees - you are their **supervisor, their "boss."** Attempt to ease the employee's anxiety; performance reviews are dreaded by most employees and supervisors alike.
- 11) The objective of the discussion is to direct and motivate the employee to contributing in

the most efficient, effective way to the strategic vision of Carroll College.

- 12) Explore all suggestions for resources and support that may be needed to support your employee in achieving his/her goals and managing performance. In many cases, little to no money is required to provide the resources and support for an employee to be successful.
- 13) Focus on long as well as short term goal achievement and setting. Encourage the employee to document achieved short-term goals, even if they were not part of the original performance review discussion. Much of our day-to-day work goes unrecognized, yet makes a great impact on the success of the department and College.
- 14) If an employee consistently does not meet established goals or performance expectation, performance deficiencies must be documented on the performance review form and an improvement plan must be developed. **See #6 - #10 above.** Consult with the Director of Human Resources if you need assistance.
- 15) End the meeting with a brief summary of the goals and expectations. Invite the employee to set up another meeting or otherwise contact you with questions, concerns, periodic performance review discussions.