A SUPERVISOR GUIDE
For the New Performance Management Program

TIPS FOR FILLING OUT THE FORM

STEP 1: Recognize and Thank
Recall the successes from the previous time period, and use these successes in your check in's as an opportunity to say, “Nice work, thank you.” To build a stronger USU community and maximize each team's strengths, your feedback is important. Please be as specific as possible when sharing moments when you saw your teams strengths shine. Write these events for each section.

STEP 2: Identify Development Opportunities
Think ahead an upcoming time period that is before your next performance management review. Rather than focusing on undesirable past outcomes or behaviors, set your attention to positive future development to help achieve your goals. Think about upcoming big projects, deadlines or opportunities and focus your comments on expectations around those items.

STRATEGY FOR TECHNICAL SKILLS PERFORMANCE:
While there are probably several technical skills that are required to meet the essential job duties of each role, identify the top 3 most important at this time. The top 3 may change over time based on what is required for an environment in which the work must be completed. By focusing on the a few important technical skills, you can provide essential development coaching and plans that include formal learning, mentoring and experiential learning opportunities.

STRATEGY FOR EMOTIONAL IMPACT PERFORMANCE:
If you have a technically-talented employee who is making a negative impact on your team, then their contribution is diminished by the damage done with poor behavior. Sometimes, setting expectations and having self-awareness is all it takes to stop negative behavior in its infancy before the problem gets too large. Concentrate on a vital few behaviors. Share your expectations and discuss development solutions that include formal learning, mentoring and periodic self-reflection.

STRATEGY FOR CONTINUOUS IMPROVEMENT PERFORMANCE:
If you have an employee who is technical competent and gets along well with the team, but is struggling with engagement, then focus your coaching on their continuous improvement mindset. Possible affects of negative performance could be: focusing on problems rather than the solution, struggling to adapt to change, or owning individual and not team outcomes. Some strategies might include:
- setting expectations to address solutions to identify problems;
- identifying strategies to manage change;
- teaching resiliency;
- finding gaps and delegating work.

STRATEGY FOR THE HIGH PERFORMER:
If you have a high performer in all three areas, recognize them! Use this opportunity to invest in them by focusing your conversation and comments around how they would like to grow and develop. Offering a pay increase may not be feasible, but emphasizing growth and development might be all it takes to keep them on your team. Some items to consider may be new leadership roles, or certification and advanced learning opportunities.
EXAMPLE AGENDA FOR A CHECK-IN CONVERSATION:

- Have employee expound on their comments from the self-assessment.
- Share your assessments with employee.
- Identify areas where your comments are similar and where they differ.
- Recognize employee’s highpoints from previous period.
- Ask how they would like to grow and develop or propose your own development plan you may have for them.
- Ask for their plan of action for their development and set deadlines.
- Discuss ways to measure progress.
- Be clear on expectations and seek to understand their needs for support.
- Share your commitment of investing in them and thank them for all their hard work.
- Add to the Goals section during your discussion, or assign the employee to update it after their check-in.
- Express excitement and confidence in the development plan.
- During future check-ins, review the goals and progress made.