It looks complicated and intimidating but the process of managing performance provides uncomplicated opportunities for the supervisor and team member to assess how well the performance meets the requirements of the job. The performance management cycle begins with the establishment of job requirements, a job description outlining principal responsibilities, and clear standards upon which performance is measured. Performance planning provides the foundation for creating goals. Provided with performance goals and competencies, the team member performs the job as agreed. At the end of the year, it is your responsibility to review the individual's performance, offering specific feedback on how well goals are being met and where improvement is needed.

The purpose of this guide is to help you:

- Understand the end to end process of holding effective evaluations
- Recognize the need to review both performance and behaviors
- Describe the various methods of providing for evaluations
- Identify various models to help you give effective evaluations
**Performance management is a shared responsibility**

Mention performance review, and the first images that spring to mind are checklists, ratings, forms. If you equate performance management with filling out forms, you could lose the way to make a real difference to your team members’ performance before you start.

There are good reasons to document the review process. The online and paper forms are here to confirm that a review has taken place. The record is an output, not a tool for conducting the review itself. The medium for reviews is conversation, not written evaluation.

As the supervisor, you play a critically important role in this. You act as a mediator between the interests of the university and the interests of the individual. Performance management, then, is a three-way interaction.

President Sands’ Beyond Boundaries vision provides a clear philosophy and goals to work towards.

The individual supplies the skills, capability and willingness to succeed. She or he owns their own performance and has the greatest share of the responsibility for success.

The supervisor’s role is one of:

- Communicator
- Developer
- Guide
- Motivator
- Encourager
- Supporter
- Truth teller
- Coach and mentor.

Evaluations should be linked to business objectives filtered down via teams and then on to individuals, as shown in the model below:
Reviewing performance is a two-way process

Reviewing performance is a joint effort. The aim of the evaluation is to help the individual review their own progress, performance and behavior in an open and honest discussion. Your role is to help them to do this more effectively. For this reason, although you need to plan what you will say and do overall, you also need to keep your plans flexible.

Interim and quarterly reviews

Interim and quarterly reviews are a formal way of tracking an individual’s progress against objectives and development plans, giving feedback, discussing changes and dealing with related issues that may have arisen since setting their objectives. The focus of these discussions is present (what is happening now), the past, to some degree (what progress has been made). Action plans and the future feature, but are not central to these meetings.

The Annual Review

The annual review is when you review performance and behaviors for the whole year and confirm ratings with your team member (where applicable). The focus for this is past performance rather than the present or the future. You will both look back on the year and discuss what has happened and what progress has been made. As with the other review meetings, if you have kept in contact with him or her and reviewed quarterly, there should be no surprises for the individual.

Preparation

Team members should:

Provisionally complete the evaluation including:

- Giving thought to their personal assessment of their performance against objectives and behaviors so far;
- Writing down their evidence: examples of how they achieved objectives and demonstrated the appropriate behaviors;
- Thinking about how they are progressing with their personal development objectives.

You should:

- Update yourself, informally, on how the individual is progressing;
- Read through the individual’s file and notes (where applicable);
- Collect and collate feedback, making notes of any issues you need to address in the meeting;
- Consider the person’s strengths and weaknesses;
- Allow for sufficient time and privacy to conduct the meeting. Interruptions should be kept to a minimum.
During the Appraisal Meeting

Aim for the individual being reviewed to speak for more than half of the time.

Be truthful. When conducting performance reviews, it is important to present an objective and accurate analysis of the employee’s performance. Do not sugar-coat the review but at the same time, be diplomatic and tactful.

Use single open-ended questions to prompt the person being reviewed to speak openly. An example of such a question is, "What has given you most satisfaction this year?"

Reinforce the main points by rephrasing what the individual has said as an open ended question; "so Fred the thing that gave you most satisfaction from your role was..?" This checks you have understood what was said and ending on a question provides the Individual the chance to correct you if you have misunderstood.

Establish the reasons for poor performance. This will take questions such as: "What happened..? Why..? How did the difficulties begin?" In the review, you are establishing the reasons for the performance going off track to ensure that this does not happen again.

Praise and recognize genuinely good performance and ensure the Individual understands the positive impact their good performance has had on business results.

Seek feedback on how you have managed the person you are reviewing. One helpful question would be: "What could I have done to help you more?" You will need to listen to the replies calmly and attentively and not become defensive if you feel you are being criticized as a supervisor. If you felt you had provided support, this should be explored through open questions to the individual.

In closing the meeting, summarize the evaluation, review specific goals, standards of performance and offer training opportunities for the next review period.

Planning the Year Ahead:

Drafting Objectives

Objectives should cover the major areas you have responsibility and also ensure that the team that you manage in is able to deliver their element of the business goals and objectives. Discuss objectives for the coming year. These can be a mixture of short- and long-term, innovative and routine objectives but should all have a clear link to business success.

Objectives can be expressed in one of two ways:

- Targets are quantifiable results to be attained using measures such as output, throughput, sales, levels of service delivery, cost reduction, reject rates etc.
- Tasks or projects are a distinct piece of work to be completed by a specific date to achieve defined results.
When setting your objectives you should also consider the following:

When you sit down to agree your objectives with the individual ensure the objectives are SMART:

**Specific**: you understand exactly what is meant by the objective, it provides you with real clarity.

**Measurable**: you know when it has been achieved and how achievement will be measured.

**Achievable**: the objective is within your capability and you have the resources to deliver.

**Realistic**: the objective is achievable within foreseeable internal and external constraints.

**Time bound**: you know when the objective has to be achieved by.

**Summary**

The aim of the performance review is to help the individual review their own progress, performance and behavior in an open and honest discussion. Think about the way you interact with your team members and the messages you send, either in the way that you speak, what you do or how you do it.

Performance management and development is a shared responsibility. As the supervisor, you act as a mediator between the interests of the organization and the interests of the individual.