

SUPPORT STAFF PERFORMANCE REVIEW SYSTEM

A GUIDE FOR MANAGERS

I. INTRODUCTION

The performance review was designed by the Office of Human Resource, in consultation with senior staff, managers, and staff. Generally, the objectives were to create a performance review system that provided an opportunity for a dialogue between supervisor and employee regarding performance, employee development, and objective planning for future performance.

Specifically, the objectives of review are:

- * review performance in critical areas;
- * build on performance strengths and focus on improvement opportunities;
- * build constructive working relationships;
- * strengthen services provided to the Denison community;
- * communicate and reinforce Denison's core values.
- * plan for performance through setting objectives and development experiences;

II. THE TEAM SYSTEM REVIEW PLANNING AND DISCUSSION GUIDE

A. Employee Self-feedback Worksheet *(optional but strongly encouraged)*

- * Give the employee the Self-feedback and Development Planning Worksheet and ask that it be completed and returned to you. This is a great opportunity to get feedback from the employee regarding his/her performance, objectives, and training and learning opportunities. You should give yourself time to review the completed worksheet prior to completing the review form.

B. Completing the Review Form

- * Review documentation of performance, projects and tasks accomplished during review period, the self-feedback worksheet, and any other available information or data on performance. Review disciplinary documentation, if pertinent.
- * Complete the review form, noting important comments for each critical performance factor, provide a summary of performance particularly noting strengths, and *check an overall assessment of performance*.
- * Complete the supervisor section of the Self-feedback and Development Planning Worksheet, referring to input from the employee section of the same form (front side) completed by the employee.

C. The Performance Review Meeting

- * Arrange meeting/give employee advanced notice
- * Give a copy of the review form to employee prior to the meeting
- * At meeting set a tone of openness and free discussion.
- * Clarify the purpose of the review meeting:
 - * to learn how the employee views his/her work
 - * to share specific feedback about strengths and areas for improvement

- * to assess overall performance for the period
- * to support the employee's development
- * to plan for future performance by discussing improvement opportunities and setting objectives

D. **Discussion Format**

- * Let the employee begin the discussion, offering his/her assessment of performance
 - * Listen carefully
 - * Summarize and give feedback
 - * Get clarification when you don't understand
- * Manager's Response
 - * Say what you agree with; give positive and specific feedback
 - * Say what you disagree with; be specific and offer concrete examples
 - * Respond to questions/concerns
- * Discuss Critical Performance Factors on Review Form
 - * Discuss each critical performance factor; make sure to specifically address strengths and improvement opportunities; emphasize importance of each factor to the job
 - * Allow for questions regarding your comments
- * Summarize Review of Critical Performance Factors
 - * Give summary of review, emphasizing strengths and contributions to the University
 - * Discuss future performance expectations
 - * Indicate overall summary rating given
 - * Ask what questions employee has
 - * *Have employee sign form*
- * Discuss supervisor section of the Self-feedback and Development Planning Worksheet
 - * Review and agree on objectives and training and learning opportunities
 - * Review objectives from last review
- * Closing
 - * Summarize key points and conclusions
 - * Plan for a follow up meeting to discuss objectives progress, training and learning opportunities, & performance
 - * Express confidence in the employee's knowledge, skills, & abilities; end positively
- * Approvals
 - * First send review to your manager for his/her signature
 - * Then forward to Human Resources for review and signature