

## Supervisor's Guide to Performance Assessments

### *What is Le Moyne College's performance assessment process?*

The Le Moyne College performance assessment process is intended to support a culture of work and achievement based on the core values of Cura Personalis and Magis. The college strives to provide opportunities to develop the whole person and an environment that supports a relentless quest for qualitative improvement.

### *What are the objectives of the performance assessment process?*

- Align perspectives on performance with expectations.
- Engage in open, honest, direct, and ongoing dialogue in regard to performance.
- Link performance to individual, department, and/or institutional goals.
- Link performance and behaviors to the OneLeMoyne Mission, Vision and Strategic Plan.
- Support personal and professional development by recognizing strengths and weaknesses and identifying effective ways to successfully accomplish daily tasks and individual and/or department goals.

### *Steps to completing the performance assessment process:*

- If necessary, review the employee's job description.
- Read the employee's self assessment.
- Prepare
  - Take adequate time to complete the assessment form.
  - Read and comment on the information provided in the self assessment.
  - Include specific examples of employee's contributions towards personal, department, and/or division goals, projects, and daily tasks throughout the year.
  - Think about the discussions you have had with this employee throughout the year regarding his/her performance. The annual assessment should reflect these comments with weighting respective to these discussions and conversations. For example, if you frequently provide positive feedback to this employee and have seldom corrected or addressed her/his performance, the review should be generally positive.
  - Comment on the mission-based competencies (pg. 2 of assessment form) demonstrated by the employee that contributed to positive outcomes and competencies.
  - Use strong action verbs such as created, participated, developed, produced, managed, and led.
- Be Objective
  - Be prepared to offer any potential areas of improvement in the spirit of our core values – caring for the whole person and a relentless quest for quality and desire to do and be more.
  - Give a balanced review considering both the employee's contributions and achievements and any areas of development and opportunity.

- Be sure to consider the materials provided by the employee and ensure that these are included in your overall assessment with the appropriate weighting.
- Be prepared to discuss any differences in perspective or opinion.
- Engage in a discussion, actively listen to what your employee is saying, make sure that the information being shared is understood (in both directions) and that the appropriate messages have been conveyed.
- Establish **SMART** goals (if applicable):
  - **Specific** – The desired outcomes or results are clearly defined.
  - **Measurable** – Establish concrete criteria for measuring progress toward the attainment of each goal set.
  - **Achievable** – The goal is challenging but realistic given time and resources.
  - **Relevant** – The goal is aligned with team, department, division, and institution objectives and direction.
  - **Time bound** – Deadlines are set for accomplishments.

### *Meet to discuss the Review*

- The meeting between the employee and supervisor is an opportunity for open, two-way communication, discussion about job performance, problem solving, and goal setting.
- Plan the meeting in advance – both the employee and supervisor should be allowed time to prepare.
- The meeting should take place in a private setting free from interruptions.
- Listen. Be patient. Ensure complete understanding. Allow the employee to talk about the self assessment and think about and respond to the feedback you are providing.
- Be sure to allow enough time for thorough discussion and to address employee's questions and/or concerns.
- Provide encouragement.
- The meeting should be divided into two parts:
  - Review of past performance and accomplishments.
  - Development of future performance and goals.

### *Summary of Performance Assessment*

- Both the supervisor and employee play an active role in the assessment process.
- The assessment form is used to facilitate the process of communicating about work, performance, and professional development.
- Discussions concerning performance should be frequent throughout the year - eliminating any surprises at the actual review period.
  - A simple thank you from the supervisor can go a long way.
  - Positive feedback can build an employee's confidence, commitment, and loyalty.
  - Use constructive criticism as a learning tool. Discuss not only what they should be accomplishing but how to best accomplish the task, project, etc.