

Role of Supervisor in the Performance Management Process

Several people share the responsibility for coaching, development and feedback throughout the Performance Management Process it does not rest with any one individual. Rather, various individuals maintain responsibilities as outlined below.

Supervisor's Role in the Performance Management Process:

Planning:	<ul style="list-style-type: none">✓ Explain to the employee how s/he helps the department attain its goals.✓ Work with the employee to define key result areas, goals, and performance standards. Make sure s/he understands the job duties and expectations.✓ Explain the competencies; what is expected from the employee and why.✓ Let the employee know they are responsible for taking an active role in managing and assessing his/her performance throughout the year.
Coaching:	<ul style="list-style-type: none">✓ Provide frequent informal coaching. Point out the good work that the employee is doing. Help employees with performance deficiencies to meet expectations.✓ Identify ways that the employee can develop and improve, and work with the employee to create development plans. Ask the employee for suggestions, in order to encourage taking an active role.✓ Promptly communicate new opportunities and changes that affect the employee's work. Identify observable actions that the employee should take so that suggestions are concrete and can be implemented.✓ Make informal notes (perhaps on a calendar) when the employee does a good job, follows through on development plans, or has problems doing so. These notes will help the supervisor with Periodic Reviews and the completion of the performance management process.✓ Keep track of praise or complaints from customers regarding an employee's work.
Review	<ul style="list-style-type: none">✓ Put together all saved notes or documents about the employee's performance and assess their performance on job duties and behaviors.✓ Ask the employee for feedback about how s/he performed during the year. Comments from the employee may remind the supervisor of particular instances of good or poor performance, as well as any extenuating factors.✓ Complete performance appraisal, then discuss ratings and comments with the employee.