

On-going Performance Management through Feedback, Coaching, and Documentation

Set a timeline for when you will review performance and check-in with the employee

- Both you and the employee should have clear understandings of how and when you will be holding conversations on their job performance.
(PSU/MTA Unit A requires 1 mid-point communication)
- Review your own documentation of employee's performance to date.
- Prepare and allow the employee to prepare for any conversations.
- Ask employee to think about feedback for you.

Ask employee to self-assess their current performance

- Have employee comment on own performance and progress to date on any goals or priorities.
- Ask employee to share any materials/documentation they may have collected to demonstrate their success.
- Ask employee to identify areas needing support from you, ideas for professional development and share areas needing improvement.
- Cover areas of success as well as areas for improvement.

Jointly discuss how to eliminate obstacles to success

- Clarify expectations as necessary.
- Listen to your employee's feedback for you.
- Be open to hearing about obstacles or barriers.
- Work together to solve the problem, making sure the employee owns the solution.
- Identify supports that you can provide in helping employee be successful.
- Provide coaching as needed.

Revise performance expectations as appropriate

- Alter goals or priorities as appropriate considering obstacles and other challenges. Record any changes made to goals.
- Clarify new expectations as needed.
- Be clear on any performance issues and what the employee needs to do to improve.
- Involve the employee when setting new/different expectations.

Document the conversation as needed

- Provide the employee with appropriate follow-up information.
- Clarify any performance improvement needs in writing.
- Pay attention and adhere to any union contract provisions or department policies regarding performance.