

# Human Resources

## Supervisor Checklist: Performance Check-Ins

Type of Check-In:  July Check-In  September Check-in  December Check-In

### Plan

- Set talking points for the meeting.
  - The supervisor's assessment should cover the following topics:
    - Progress, strengths, events, and accomplishments.
    - Areas where good performance can be elevated.
    - Ideas on how they can improve or increase a skillset.
    - Annual performance evaluation goals and/or OKRs.
    - Opportunities to tie in our [values](#) into the conversation and consider giving [Values Success Cards](#).
    - Refer to the [Manager Toolkit](#) for resources on how to give feedback.
- Schedule the meeting, allowing enough time for meaningful conversation and a distraction-free location.

### The Check-in Conversation

- Set the tone and welcome the employee.
  - Provide an *overview* of the meeting.
  - Describe how you would like the *employee* to participate.
- Suggested Check-in Questions:
  - *What is going well?*
  - *What is not going well?*
  - *What else is going on?*
  - *What is the status of your goals, action plans, and follow-up items?*
  - *What can I do for you? Do you have the materials and equipment you need?*
  - *How are your professional relationships going?*
  - *How are you?*
  - *What questions do you have?*

### Provide Feedback & Open Discussion

- Highlight successes, being as specific as possible, and suggest opportunities for growth.
- Utilize the comments and or progress notes function in [Staff Performance Management System](#) to document notes from the check-in conversation.
- Focus on performance and behavior.
- Do not get too personal.
- Provide supporting observations or facts.
- Encourage the employee to talk, listen, remembering not to interrupt the employee.
- Remain open-minded and objective, as you listen to the employee.
- Work together to determine demonstrated strengths and opportunities for improvement related to the behaviors associated with [our Values](#).
- Collaborate to determine milestones or targets for the next check-in.
- Do not forget to provide encouragement, motivation, and to outline successful values behavior the employee is exhibiting.

### Wrap Up the Meeting

- Summarize the key points of the meeting with any performance expectations.
- Agree on a follow-up plan for action items and create reminders or calendar invites.
- Keep it positive and motivational!

## Supervisor Guide: Performance Check-Ins

### QUARTERLY CHECK-INS

Quarterly Performance Check-ins are structured discussions between employees and their supervisors that are designed to support employee success through reflection, planning, problem solving, and honest and constructive feedback. Utilizing the [Staff Performance Management System](#), each Check-in is designed to recap feedback that has been provided to an employee throughout the quarter. When conducting a Check-in, supervisors should focus on the employee's successes, areas in which improvement can be achieved, and goals as well as development opportunities.

There are three structured check-ins that will be conducted during the Performance Management Program in addition to the annual performance evaluation. Supervisors should be overseeing the acclimation of the employee into their role, with constant communication, and continue informal check-ins through the entirety of employment.

*The Check-in must be reviewed with the employee prior to the established check-in due date. Check-ins are scheduled to be completed during the following time periods:*

- June 16 to July 15
- September 15 to October 15
- December 1 to January 15

### The Check-in Conversation

The Check-in conversation should be scheduled for an appropriate amount of time to have a relaxed and non-rushed discussion. This should be an open and interactive conversation about how the employee is doing (focusing on strengths and areas for improvement) and should include a discussion about a plan moving forward that addresses employee development, workplace needs, and milestones for the next quarter. This conversation is all about discussing how to make the employee and the team more productive, while providing the opportunity for the employee to move to the next level of performance. Review the training, [How to Give and Receive Useful Feedback](#).

The supervisor's assessment should cover the following four topics:

- 1) Progress, strengths, events, and accomplishments
- 2) Areas where good performance can be elevated
- 3) Areas where improvement is needed with ideas on how to increase a skillset
- 4) Goals, skill development, and growth opportunities

### Suggested Check-in Questions

*What is going well?*

Understanding how to identify positive performance which should be replicated. Ask employees to see even further into their future. How can continuing these positive steps lead to the next level?

*What is not going well?*

Identifying areas that need adjustment and/or correction. Encourage the employee to

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determine means of fixing these items to be successful.

## *What else is going on?*

Use this opportunity to have a conversation that allows the employee to identify areas which may need improvement, or which may lead to future problems if left unaddressed.

## *What is the status of your goals, action plans, and follow-up items?*

Identifying goals and the road to reaching those milestones will keep the employee focused and dedicated. Asking them to provide action items taken toward their goals will allow them to see the direction they are heading, and any potential roadblocks ahead. Indicating the need for structure and time management is an effective way to educate and support the employee through projects.

## *What can I do for you? Do you have the materials and equipment you need?*

Being genuinely interested in coaching and equipping the employee for success is key. Ensuring the employee has thought through all needs and potential obstacles ahead will encourage them to be forward thinkers and initiative-taking planners.

## *How are your professional relationships going?*

Inquiring as to the employee's ability to build a rapport with their team and/or customer is crucial to creating a feeling of belonging and of being an integral part of the organization.

Encourage candid conversation about how others interact with the employee, and how the supervisor may be able to assist in steering the conversations in certain directions, if needed.

## *How are you?*

To build trust between the employee and the supervisor, it is imperative to be genuinely concerned and intently dedicated to ensuring successful conversations. This will also require follow-up from the supervisor on any "to do" items the employee gives. Should an employee express concern over something within the control of the supervisor, it is important that the issue be addressed so that the employee does not feel that their concerns are not valid. This does not mean that the employee's wishes are granted, sometimes the correction will not be to the wishes of the employee, however seeing movement on the concern is the most important part; the employee needs to see that it was addressed, regardless of the outcome for them personally.

## *What questions do you have?*

Allow the employee time to discuss their concerns and/or interests moving forward. Are there any action items they need to discuss, or assistance they need to request? Do they know what is expected of them at work? This is another question you can ask to determine if they have any further questions or need clarification about a particular aspect of their job.

## **Why feedback matters**

For employees to remain engaged and for them to desire to become high performers in an organization, they need to feel "connected" to their work and to their workplace. That connection is largely formed through the relationships of the employee with their peers in the workplace, and via their relationships with their supervisor. Thus, it is vital to have the supervisor's ongoing feedback, summary of both perspectives, and the follow-through on the items discussed.

Ultimately, effective and continual feedback is designed to bring out the best in our employees to do two things:

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- (1) reinforce positive work behavior so the employee will repeat the desired conduct in the future
- (2) redirect work behavior that needs to be improved so the employee can make needed adjustments moving forward.

## COACHING

If an employee is not performing successfully in the position, the supervisor can consult with Human Resources to discuss options regarding continued training, performance improvement plans, disciplinary actions, and/or termination. HR would provide information and advice as to which option would be the appropriate action.

Be strategic when communicating opportunities for improvement with employees. Before meeting with the employee, create a list of opportunity competencies and prioritize the list with the most important first. Limiting to three means you are helping the employee focus on the most important things to positively impact their performance and/or career aspiration. You can list more – however your message may get diluted the more you add. The opportunity competencies you select will be individual to the employee. They should reflect the performance you observe. It is important to use specific examples for each opportunity to demonstrate your feedback and bring clarity to the message.

Do not let performance issues linger. Addressing them immediately is the best way to prevent challenges from snowballing into problems then into formal corrective action. Focus on being an effective coach so that you spend less time — or no time at all — as a disciplinarian.

It is important for the supervisor to continuously communicate with employee and monitor their progress toward mastering the position and demonstrating the ability to be a productive and valuable member of the team.

Visit our [performance management site](#) and the [Manager Toolkit](#) for additional resources. Trainings are also offered online:

### UNT, UNTD, UNT System Bridge:

- [Coaching in Action for Leaders and Managers](#)
- [Communication for Performance and Accountability](#)
- [A Manager's Guide to Conducting Effective One-on-one](#)
- [Becoming an Inspiring Mentor](#)

### HSC Learn:

- [Coaching in Action for Leaders and Managers](#)
- [Communication for Performance and Accountability](#)
- [A Manager's Guide to Conducting Effective One-on-one](#)
- [Becoming an Inspiring Mentor](#)

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## LIVING VALUES AND CORRESPONDING BEHAVIORS

Our Values represent the best way for us to fulfill our mission and vision – and achieve our strategic goals. A high-performing, values-based organization along with a team that is working in a comfortable culture can successfully complete their strategic goals. Empowering one another to make values-based decisions creates a culture of promoting individual potential. These values were developed with associated behaviors and actions that describe them and indicate when we are at our best. Together the values, definitions, and behaviors form “Our Values,” see the document below for all the details:

 <p><b>Courageous Integrity</b></p>	<p><b>Model exceptional standards and act in the best interest of our community.</b></p> <ul style="list-style-type: none"> <li>• Build trust through consistent actions that are honest, transparent, and authentic.</li> <li>• Provide, accept, and support open and constructive feedback.</li> <li>• Hold yourself and others accountable for decisions, behaviors, actions, and results.</li> </ul>
 <p><b>Be Curious</b></p>	<p><b>Cultivate opportunities for learning, creating, discovering, and innovating.</b></p> <ul style="list-style-type: none"> <li>• Question the conventional with creative solutions.</li> <li>• Engage in new experiences for learning and growth.</li> <li>• Take strategic risk and learn from failure and success.</li> <li>• Pursue collaborative opportunities.</li> </ul>
 <p><b>We Care</b></p>	<p><b>Champion a people-first approach to building relationships and community.</b></p> <ul style="list-style-type: none"> <li>• Cultivate authentic connections that have a meaningful impact.</li> <li>• Share expertise and resources.</li> <li>• Recognize contributions and celebrate success.</li> <li>• Help at least one person every day.</li> </ul>
 <p><b>Better Together</b></p>	<p><b>Foster an inclusive environment of respect, belonging, and access for all.</b></p> <ul style="list-style-type: none"> <li>• Develop awareness and understanding of different experiences.</li> <li>• Respect diversity of people, beliefs, thoughts, and ideas.</li> <li>• Support opportunities to remove barriers to equity and inclusion.</li> </ul>
 <p><b>Show Your Fire</b></p>	<p><b>Exhibit passion and pride in the experiences we create.</b></p> <ul style="list-style-type: none"> <li>• Go beyond the ordinary and surpass expectations.</li> <li>• Be prepared, be present, and actively participate.</li> <li>• Promote enthusiastic engagement.</li> <li>• Cultivate a positive environment and find opportunities for fun and recognition.</li> </ul>