



## FACE Tool for Summarize Performance Conversations

### Tips for Supervisors: Prepare, Converse and Summarize

The FACE of Performance model is based on continuous, ongoing conversations between employees and supervisors that keep us focused on achieving our organization's goals. We all need to know what we are doing well and how we can improve. The summary conversations, which happen four times a year, are an opportunity to reflect on both. You are 98% of the way there when you have:

- Shared the expectations and goals with your employees
- Talked about performance regularly and as part of everyday work
- Been recording comments concerning these conversations
- A professional relationship that is based on trust

There are three steps that will help you be successful in having a quarterly summary conversation with each of your employees:

Step 1 - PREPARE	
<b>Gather Information</b>	<ul style="list-style-type: none"> <li>• Review the expectations and goals you have shared with the employee.</li> <li>• Review all of the comments you have been making concerning the 1:1 conversations you have had with the employee over the past quarter. These comments help to jog your memory about what the conversations have been about over the last several months.</li> <li>• Review representative examples of the employee's work product (i.e. a completed report, pictures of a project, log of activities, etc.).</li> <li>• Review any correspondence you may have received about the specific employee – from both internal and external customers.</li> </ul>
<b>Organize Materials</b>	Sort items into two areas: <ul style="list-style-type: none"> <li>• What the employee is doing well.</li> <li>• Areas where the employee can improve.</li> </ul>
<b>Review the Template</b>	<ul style="list-style-type: none"> <li>• Review the guiding statements on your Appointing Authority's quarterly summary template found in the FACE system.</li> <li>• Utilize the information you gathered above to assist you in completing the quarterly summary.</li> </ul>
<b>Think about the Person</b>	<ul style="list-style-type: none"> <li>• How does the employee like to receive feedback?</li> <li>• Modify your style to meet the needs of the employee.</li> </ul>

(continued on reverse side)

Step 2 - CONVERSE	
<b>Choose an Appropriate Time and Place</b>	<ul style="list-style-type: none"> <li>• Be sure that you are in a private area.</li> <li>• Remove distractions.</li> <li>• Schedule a good time for the conversation.</li> </ul>
<b>Some Things to Do</b>	<ul style="list-style-type: none"> <li>• Acknowledge the good performance and address any areas that need improvement.</li> <li>• Clarify expectations. Be sure to cover any expectations that may have changed.</li> <li>• Provide specific detailed information about the employee's performance using examples related to their behavior and actions.</li> <li>• Agree on any action plans that are discussed in the conversation.</li> <li>• Offer support for meeting goals and expectations.</li> <li>• Be direct and honest.</li> </ul>
<b>If There are Disagreements</b>	<ul style="list-style-type: none"> <li>• Be open to hearing the employee's point of view.</li> <li>• Listen.</li> <li>• Ask clarifying questions.</li> <li>• Be assertive, when needed.</li> </ul>
Step 3 - SUMMARIZE	
<b>After the Summary Conversation</b>	<ul style="list-style-type: none"> <li>• Make any necessary edits to your remarks in the FACE system.</li> <li>• Complete your final summary conversation in the FACE system and make it viewable to the employee (select "Mark as in Progress").</li> <li>• Take time to think about how the conversation went, what you learned about having conversations with this employee and how you will improve the experience the next time.</li> </ul>