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*Previously known as Management & Supervisory Notes*

## Managing Performance: The Supervisor's Role

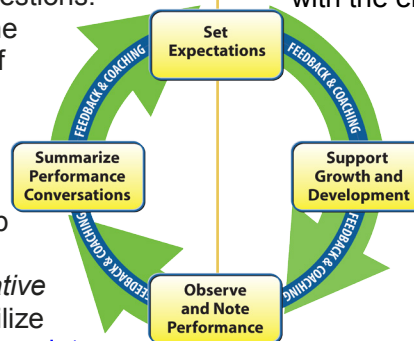
We know that performance happens every day. The supervisor's role is to provide real time feedback around successes and challenges while employees have the opportunity to learn and ask questions. What are some of the key elements of the supervisor's role in applying the FACE of Performance?

Before you **Set Expectations** for each employee's performance, refer to your organization's priorities as well as the job description or [class specification](#) for the employee's position to review the *Illustrative Tasks* (duties.) Also, you may want to utilize the [Setting Performance Expectations Template](#) and refer to our [Tips for Setting Clear Expectations and Goals](#).

As you **Set Expectations** for your employees, you will have opportunities to **Support Growth and Development**. This will not only help employees meet expectations but also prepare for future challenges or help attain career aspirations. You may find [The 70:20:10 Model](#) useful in evaluating options. [Training Courses for Employees](#) and the [Learning Roadmap](#) will be helpful in preparing an action plan.

As you cycle through the FACE process, you will have several opportunities to provide **Feedback & Coaching** about the employee's performance. These regular conversations allow you to discuss what you observed in recent performance such as what the employee is doing well and what could be improved. The [Tips for Supervisor Conversations](#) can be a valuable tool.

As you **Observe and Note Performance** you can enter the notes about your conversations with employees in the FACE system (software provided by Taleo.) Entering notes or comments in the FACE system is optional. If you prefer to keep your comments elsewhere, like a notepad, that's fine. Should you choose to enter them in the FACE system, you may find the [Supervisor Guide on Login & Entering Comments](#) useful. When entering comments into the FACE system, here are some things to keep in mind:



- Your comments should reflect conversations that have taken place. FACE is not intended to capture supervisory observations that were not discussed with the employee. There should be no surprises.
- The supervisor and anyone they report to can see comments entered into the system but the employee cannot. However, we recommend sharing the comments if the employee requests to see them.
- You don't have to write comments about every performance conversation you have. You only need to capture the most relevant ones and write only enough to capture the pertinent points.

Supervisors are expected to **Summarize Performance Conversations** in the FACE system. Most of you will create a quarterly summary using the [UPS Template](#) that prompts you to describe certain aspects of the employee's performance. (Some Appointing Authorities have developed different templates tailored to their specific needs and may not require quarterly summaries.) There is a specific process to follow when summarizing these performance conversations, especially toward the end when it is important to select the correct option in order for this quarterly "review" to become an official record of the employee's performance. Refer to the [Supervisor Guide for Performance Reviews](#) instructions to follow the steps. As you will see, once you are ready to share the summary review with the employee you need to select *Mark as in Progress*, and this will allow the employee to see the review and prepare for a performance conversation. To help you prepare for writing the summary and having the conversation, refer to [Tips to Prepare, Converse and Summarize](#).

Managing performance is one of our most important jobs. Following the process described above and referring to its accompanying tips and tools can help us do so successfully. For more information, visit the [FACE web page](#).