



Supervisor's Guide

OBIO© Introduction

OBIO is a not-for-profit, membership-based innovation organization engaged in strategy, programming, policy development and advocacy to further the commercialization of human health technologies positioning Canada as a leader in the international marketplace. OBIO advances this goal through collaborative partnerships with industry, the investment community, academia, the health system and government.

Workforce development

- The H2BB program is part of the OBIO portfolio of programs that help growing health companies grow and thrive.
- Where other OBIO programs enable companies to commercialize their technologies and access markets, H2BB aims to develop their workforce.
- These guides are available exclusively to OBIO member companies and who will have access to the new OBIO Job Board and Talent Network.
- All Ontario-based roles advertised on the OBIO Job Board are eligible for the OBIO H2BB training program to onboard and develop the incoming workforce.

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Introduction



The H2BB program is designed to provide structured, on-the-job learning experience for recent hires and consists of the four elements highlighted below.

- 1 | Candidate/Company Match:** OBIO's job board talent network platform allows H2BB candidates to connect with health science industry employers. Candidates can showcase their skills by building a talent network profile. OBIO member companies looking to hire can connect with talent network profiles that match the skills and qualifications they seek.
- 2 | Extensive Training:** OBIO provides engaging, content-intensive training modules for new hires during their first few months in their new, and often, first new roles. OBIO's interactive training modules, lead by industry experts and tailored for the health science industry and member companies, support new hire onboarding to reduce the time needed to become productive.
- 3 | 1:1 Mentoring:** OBIO matches each new hire with a Subject Matter Expert (SME) advisor who provides mentorship during the first four months of a new hire's arrival.
- 4 | Networking:** OBIO provides opportunities for new hires to interact with executives and entrepreneurs in the health science sector through industry-specific events and training.

How to Use this Guide

Guides have been developed for employers participating in the recruitment of early career talent through the OBIO Health to Business Bridge™ (H2BB™) program. However, the material presented can be useful to any employer looking to hire. The Employer Guide, Supervisor Guide and SME Advisor Guide have been developed as complementary resources in support of the journey the early career talent employee experiences. The employee experience starts the moment the individual applies to the position to their final day with your company.

The Guides have been written keeping in mind that many employers have limited HR resources and capabilities. Basic information has been provided and templates have been developed for illustrative purposes and to showcase some best practices. For organizations with established HR functions and expertise, the information and content should be customized to individual company programs, policies and procedures.

The guides have been developed for informational purposes only and do not constitute legal advice. Not everything is prescribed in full. The guides serve only to promote and encourage best practices for our valued members. You should contact your legal counsel to obtain advice with respect to any particular issue or problem. Whether you are a new or experienced supervisor, and regardless of whether your company has well established Human Resource policies and practices, you will find a road map here to help ensure a successful early career talent new hire experience. The topics are intended as modules to be accessed based upon your own individual needs at any stage of the process.

Why Hire Early Career Talent?

As referred to in this guide, an “early career talent” (“new hire”) is a recent graduate who is transitioning from academia to industry or from a technical background into a business-oriented role. They typically have less than 1 year of work experience and tend to fill technical and business entry-level roles within industry.

While the length of their contracts may vary, it must be a minimum of a 3-month contract with the possibility of permanent employment, or a permanent full-time or permanent part time position.



Why Participate in the OBIO Health to Business Bridge™ (H2BB™) Program?

OBIO's H2BB program engages with talent partners and academic programs to reach candidates with specific skills and backgrounds.

Early career talent can be characterized as autonomous, career-driven and highly motivated to perform. Early career talent often injects a note of enthusiasm, raises the energy level and offers a “fresh set of eyes” on how to do things. Recently named as the “innovation generation” by Forbes, the early career talent supports a strong employer brand as they seek to be part of making a positive difference in the world.

Many benefits accrue to companies that hire early career talent. In addition to the cultural impact noted, these individuals can support company goals through their role in completing short-term projects, providing support on multiple projects, or by augmenting a company's or department's skill sets by bringing in new skills.

Working with the H2BB SME Advisor

The Subject Matter Expert (SME) Advisor is a valuable resource to assist you in managing the overall new hire. Whether by providing detailed technical expertise, an objective critique of the new hire's initial efforts at executing projects, providing useful solutions to work-related technical and business challenges or as an additional coach to the new hire, the Advisor helps to ensure that objectives are met.



It is usual for the Advisor to sign an NDA (non-disclosure agreement) with the company. As the new hire's supervisor, you should attend the first meeting between the SME and your new hire to ensure alignment and mutual understanding.

The Advisor should not be considered an alternative supervisor. The new hire will still need regular interactions with you to confirm what their priorities, goals and objectives are, and how they working to meet them fits with how your company operates.

Onboarding the New Hire

Once you have decided to hire a candidate it will be important to ensure they undergo an onboarding process. This is the process of introducing the new employee to the expectations, skills, knowledge, and culture of your company. Successfully integrating a new hire into your company supports their ability to make a positive contribution quickly. An investment in onboarding is an investment in employee performance, employee retention, company culture and productivity.

Each company has its own unique culture, style, business operations, and performance standards. The first 60 to 90 days are a critical time for a new employee or for an existing employee who has moved into a new role. According to the Society for Human Resource Management (SHRM), leading organizations develop formal, staged onboarding that ensures new hires know what their roles are, what the norms of the company are, and how they are expected to behave.

A great tool is a “30-60-90 day” plan for the new hire. This tool can serve to provide a structured roadmap for them and it helps the supervisor to clearly express their expectations. Leading onboarding practices include the 4Cs: compliance, clarification, culture and connection.

Compliance – refers to the all the paperwork and administrative tasks involved in getting new employees onboard. This can range from setting up direct deposit or other benefits documentation to getting an email account or login info for the various company tools they’ll need for their job. It also includes ensuring that the new employee is made aware of the policies that are relevant for

all employees to ensure compliance with regulatory and legislative frameworks.

Clarification – refers to “the new employee’s understanding of his/her job and what is expected of him/her.” This is addressed by having the Supervisor review with the new hire their goals and objectives and any additional responsibilities, during their first week. Where appropriate you should also inform other team members of these goals, objectives and responsibilities so they understand how the new hire fits within the team.

Culture – refers to “the values and behaviors that are expected by your employees, how employees navigate and successfully achieve their work at your company.” This is addressed by having the Supervisor have a specific discussion about the values and behaviors expected that support the company culture with the new hire, early in their first month.

Connection – refers to “the idea of integration into the team and the company’s mission, making new hires feel “part of the family”. One suggestion is to have someone join the new hire for lunch on the first day.

We have divided onboarding into 5 phases as shown in the table below that incorporate the 4Cs:

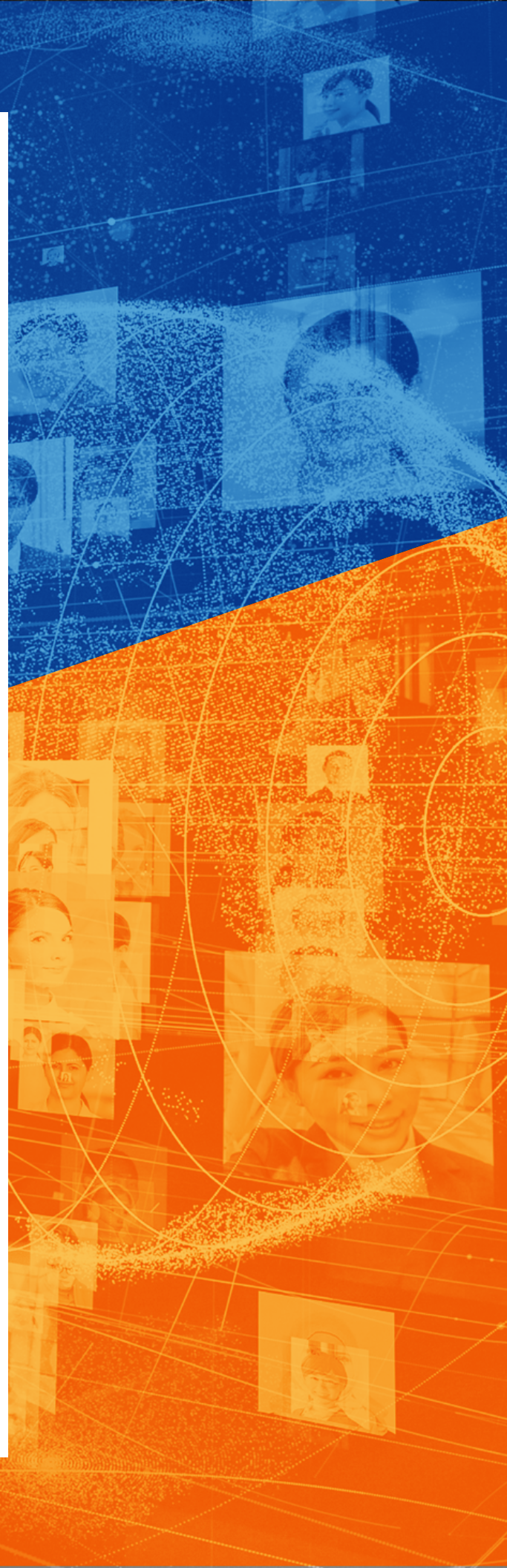
| Onboarding Phases & Activities | | |
|----------------------------------|--|---|
| Phase | Objective | Example Activities |
| Preparation | Ensures new hire gets started right away; Reduce anxiety | <ul style="list-style-type: none"> • Define new hire's goals and objectives • Prepare workspace and resources • Identify and schedule any required training • Inform new hire when to arrive, who to report to and the plan for the first day and onboarding |
| First Day | Make new hire feel welcome | <ul style="list-style-type: none"> • New hire meets with supervisor • New hire completes required documents • New hire tours office/department and is introduced to co-workers |
| First Week | Help new hire get acquainted with role and processes, and start on activities for deliverables | <ul style="list-style-type: none"> • New hire takes health and safety training • New hire reviews company policies • New hire reviews goals and objectives with supervisor • New hire meets with the other members of their team to understand their roles and responsibilities • New hire reviews training plan and schedule • Supervisor has a specific discussion with new hire on company culture |
| First Month | New hire becomes a productive member of company | <ul style="list-style-type: none"> • New hire meets with supervisor regularly/ weekly to review progress • New hire works with supervisor to identify areas for further learning/training and create a development plan (including reviewing OBIO training workshops) • New hire participates in H2BB training workshops • New hire and Supervisor have first call/ meeting with SME Advisor |
| Beyond / Mid term reviews | Ensures ongoing learning and alignment with corporate goals and objectives | <ul style="list-style-type: none"> • Have 60 & 90 day reviews; or midterm reviews as applicable to length of employee contract • New hire reflects on goals/deliverables and what was achieved, improvements required and next steps. New hire discusses this with supervisor. • New hire and Supervisor review project goals and objectives to ensure that they still match corporate objectives. |

Preparation Phase

An effective onboarding program starts before the new hire arrives. The Supervisor will define a customized onboarding plan for each new hire prior to their start date. Refer to the checklist in the Appendix for the kinds of details that should be included in every onboarding plan.

The formal onboarding process should provide information on important matters such as pay schedules, hours of work, lunch and break times and security practices. It is also important to ensure that government mandated training is planned. The company Quality Management System may require that all employees read and sign off on various policies and procedures.

An onboarding plan includes a list of these items and any job specific activities the new hire will be required to do over the first week. This list can be shared with the employee on their first day. Determine the tasks to be performed, the resources and training required and have these be available or scheduled, ideally prior to the employee's arrival. This could include ensuring the new hire has access to any specific tools or access to necessary data sources right away.



To ensure the new hire can start contributing as soon as possible make sure you have identified what their goals and objectives are for their first few weeks or months, depending on the length of their contract.

A new job brings with it a lot of change and unknowns, including new people, information, experiences and expectations. Sending out a short welcome email a few days before the new hire starts confirming their hours of work, dress code, where to go when they arrive, who to ask for can help reduce their anxiety. Any additional information such as the plan for their first day or company materials can aid in their contributing sooner. It is also important to inform current company employees that a new member is joining the team and in what capacity.

The First Day: Making the Employee Feel Welcome

Effective planning supports a positive employee experience for the new hire. Allow enough time in your schedule on their first day to discuss your expectations, confirm their role and

welcome the employee. Consider establishing yourself as a “go to” resource for questions and direction.

An important part of feeling welcome is being able to connect with others at work. One way of promoting this is to bring the new hire around to the other members of the team and have the team members introduce themselves and explain briefly what they do. Some companies have a rule that new hires do not eat alone on their first day, enabling them to connect in a more relaxed setting and to feel included. Also schedule a few minutes at the end of the first day for the new hire to check in, let you know what they were able to do and ask any questions that might have arisen.

The First Week

Understanding company culture is important to enable an employee to effectively navigate and function within an organization. This includes understanding how people work together, resolve differences, make decisions and navigate change. Often these are not clearly defined and are best addressed by providing some examples.

Some questions to answer with examples are:

- What happens when things get off track? Describe what people did that was outside the norm, how this was initiated and is everyone expected to step up, no matter what else they have going on?
 - How does your company celebrate success? Does it celebrate personal success as well as corporate?
 - Which executives are approachable, when and about what?
 - Who communicates about the company to outside stakeholders? How is it determined what they are to communicate?
 - How are major decisions made? What decisions can people at lower levels make?

By the end of the first week, you and your new hire should also have a list of the SMART goals and objectives for the new hire. How many objectives is dependent on the length of the new hire's contract or the scope of the project.

The First Month – First Meeting with SME Advisor

The SME Advisor provided by OBIO™ is a

valuable resource for both you and your new hire. The Advisor will provide reinforcement of the technical knowledge required to achieve objectives and can also act as an additional source of information, as an initial sounding board to help the new hire integrate into the workplace quickly and keep on track. The relationship between the SME Advisor and the new hire will work best when the Advisor knows the goals, objectives and priorities you have set for the new hire. This is so that guidance can be given based on your list of priorities.

You should have worked with the OBIO H2BB™ team to select the Advisor prior to or within the first few weeks of your new hire commencing work and you should attend the first meeting/call between the Advisor and your new hire. Ideally this meeting or call should happen as soon as possible.

Depending on the length of the contract of the new hire, it is expected that you will conduct a review with the new hire after about 60 days. This is a more formal activity focused on providing structured feedback on how they are doing, what they are doing well and where they need to improve. This is an opportunity for course-

correction if needed and discussing how that can be achieved. It is important that this be considered differently from the regular weekly meetings to allow for sufficient reflection and longer-term perspective of progress and future direction than occurs in weekly meetings.


You should let the OBIO H2BBTM team know that the new hire is proceeding satisfactorily, or conversely that you are experiencing issues or roadblocks that you did not expect.

Your Role as Supervisor

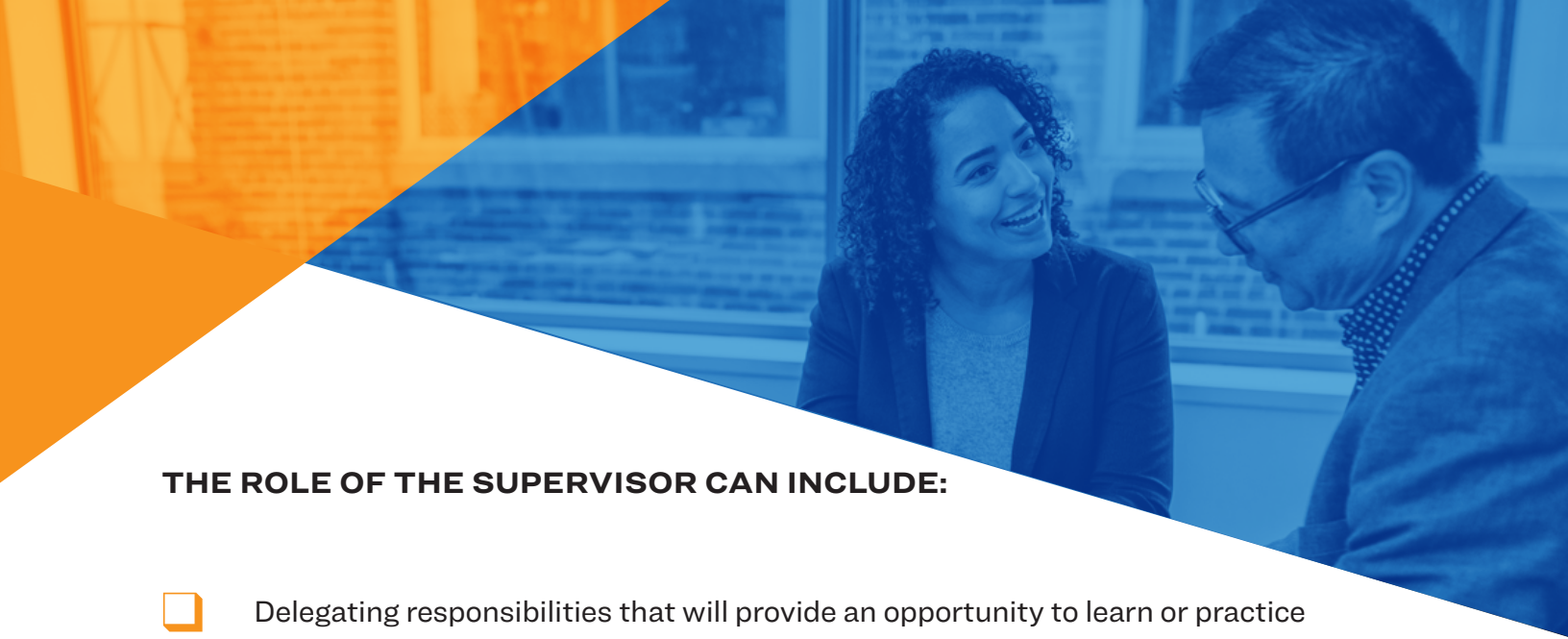
Early career talent will require your help to be successful. This includes focusing not only on helping them achieve their project goals but also helping them learn how to apply what they have learned academically and to adjust to the work environment.

THE MOST SUCCESSFUL NEW HIRE EXPERIENCES INCLUDE:

- work that is authentic and meaningful
- structured experiences (experiential learning)
- focus on the application of knowledge
- reflection and self-assessment



Supervising the new hire requires a different mindset than that required for managing established employees. This can be difficult for some supervisors to adjust to, particularly in small or emerging companies.



THE ROLE OF THE SUPERVISOR CAN INCLUDE:

- Delegating responsibilities that will provide an opportunity to learn or practice important skills
- Confirming understanding by asking the new hire to describe assignments as they see them and how they plan to tackle them
- Providing support without removing responsibility
- Checking in regularly to address barriers to success
- Providing timely feedback and support in navigating the company
- Ensuring that the new hire's goals are both challenging and attainable
- Providing overall career guidance
- Providing coaching
- Championing diversity and inclusion efforts
- Establishing a culture that leverage different styles

There is a steep initial learning curve when starting a new job, so understanding the new hire's learning approach is vital. Different styles of learning include visual learning, experiential learning, auditory learning, etc.

Individuals also have different communication styles. If you have strong preferences for how you like to receive information, it is good to make that clear early on. The deeper your understanding of what motivates the new hire, the more successful they will be. Some of this understanding may be gleaned in the interview process; if you encounter a learning style that is totally at odds with your own preferred way of communicating, it may be best to select a different candidate.

Performance Management

Performance management is a program used to assess employee performance but is also essential in the delivery or improvement of business results. In its broadest context, performance management supports the success of the company by linking strategy and goals to individual employee contribution. It encourages excellence by setting clear objectives and evaluating and rewarding results. It also provides the opportunity to link the daily responsibilities and performance results of employees to the company's core values.

Setting Goals and Objectives

Effective performance planning starts with setting clear expectations and goals. The employee can then direct their time and effort to meeting their objectives. When prepared well, the job description provides a clear understanding of what is expected from the employee in their position. It also provides the framework for evaluation at how well they are doing in fulfilling their responsibilities.

Setting effective goals and objectives with clear timelines and deliverables is the most significant thing that you and your early career talent will do together to ensure a successful new hire. It is worthwhile to take some time doing this correctly and working with the new hire to ensure their understanding and buy-in. It is also important to gain an understanding of what goals the new hire may have for themselves.

Define 2 to 4 goals (outcomes) and then identify the objectives (measurable steps) that need to be taken to achieve each goal. Frame these goals and objectives in "bigger picture" format as this additional context can help the new hire understand how their work fits within the larger activities and the company.

Objectives should be specific, measurable, achievable, relevant and time bound (SMART). Keeping these in mind while setting objectives brings structure and oversight into the process. It

eliminates vagueness and helps to avoid scope creep for your new hire. If your company already uses a particular format for objectives, you should use that. Set a deadline and meeting date within the first week for the new hire's specific objectives to be finalized.



Establishing Regular Meetings

To manage, motivate, support and develop the new hire, and to optimize productivity, it is essential that the supervisor meet with the new hire regularly. This is an opportunity to provide feedback and coaching and also ensure that the new hire is not experiencing any roadblocks. Further, company goals and priorities change; the new hire's goals and objectives should be reviewed and revised to reflect any changes.

You should elicit feedback from the new hire on how often they are engaging with their Advisor, and whether they are finding this helpful. Consider participating on a meeting/call with the Advisor and new hire. This is particularly valuable if you are encountering difficulties of any sort.

Some time should also be put aside to discuss the new hires' personal goals to see what can be done to help the new hire achieve them.

Evaluating Performance

Investing time in preparing for the performance review will enhance the entire process not only for the employee, but for the Supervisor. Planning what needs to be accomplished ahead of time and having discussion points will set the stage for an effective two-way conversation and the delivery of information and feedback. Some possible high-level excerpts of performance appraisals are showcased in the Appendix to serve as reference, but make sure to use your company's documents.

In a performance review discussion, four fundamental areas need to be covered:

- Measurement of employee's performance against goals of the company
- Recognition of employee contributions
- Addressing any new or ongoing performance issues or development areas
- Review of set goals/objectives for the period

Discussion points should relate to these elements, and both parties should actively participate. A plan should be prepared in advance, which incorporates these four areas, will help keep the discussion on target.

Regular meetings with the employee ensure that there are no surprises during the final performance review for the contract or for the performance year. Ideally, it is a formal summary of ongoing discussions.

The new hire should also have an opportunity to express their viewpoint on any aspect of their job or career that is of concern to them. In advance of the review, have the new hire reflect on what they have learned so far by asking them to note down what has worked well, what barriers they have encountered and what they need to do differently, understand better or get help with. These notes can then be used during the meeting to identify what additional support (training, resources or manpower) is required to help them complete their objectives.

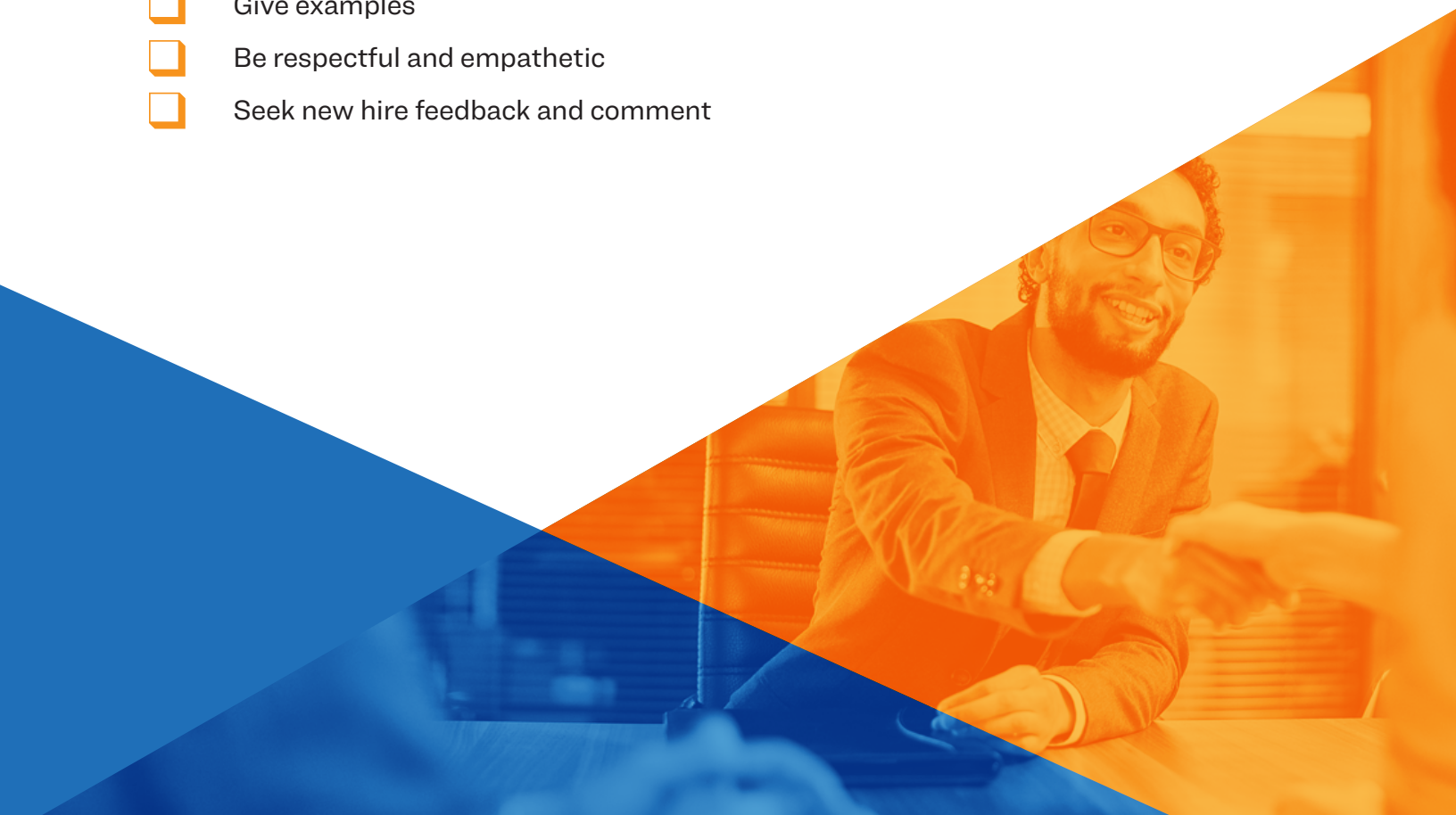
THE ROLE OF THE SUPERVISOR IN PERFORMANCE MANAGEMENT:

- Focus on performance feedback and career development/growth
- Provide a structure for the new hire to use to improve their performance
- Provide direct feedback to the employee on his/her performance
- Provide coaching on development planning, objective setting and meeting goals.
- Seek to understand the new hire's feedback

During the performance review the following should be done:

SUPERVISOR ACTIONS DURING PERFORMANCE REVIEW:

- Listen
- Do not counsel everyone in the same way
- Focus on outcomes
- Manage your reactions
- Give balanced, actionable feedback
- Combine positives with suggestions for improvement
- Give examples
- Be respectful and empathetic
- Seek new hire feedback and comment



TIPS ON FRAMING THE FEEDBACK:

- Clear:** Ensure a clear message. Is it to praise, correct or give an observation?
- Specific:** Ensure that the feedback is specific.
- Objective:** Ensure that the feedback is fact based, not opinion.
- Actionable:** Ensure that the feedback is something the new hire can modify.
- Relevant:** Focus on the impact of the behaviour.
- Expectations:** Provide clarity on what is expected in the future.

In the Employer's Manual we presented the STAR© model, developed by DDI, as a tool for the interview process. This model can also be used to provide constructive feedback for developmental purposes.

STAR/AR Model:

- ST Situation or Task:** Describe the situation or task the person faced.
 - A Action:** Describe the action taken to handle the situation or task.
 - R Result:** Describe the result of the action taken and its impact.
- * * * * *
- A Alternative action/s:** Describe something the person could have done differently.
 - R Enhanced Result:** Describe the enhanced result the alternative action might have produced.

Offboarding

The Employee's Last Week – The Exit Interview

To work towards the development or sustainment of an employer of choice culture, it is important to gather and learn from employee feedback where possible. This can include employee engagement surveys, meetings, leadership practices and more. The exit interview can provide valuable feedback from employees who are voluntarily leaving the organization or whose contract has ended.

The Employee's Last Day

It is important that you provide feedback to the individual at the end of the term. Of course, you will have given specific feedback throughout the employment period, but this is an opportunity to summarize the salient parts of the experience. You will also find it valuable to ask the employee for their feedback to improve the overall process. It is generally best to submit the evaluation on the employee's last day or very close to it, both for the sake of the employee who may be relying on the submission for reference, and for the sake of the program (as well as for your own sense of closure!) The closer you are to the experience the more useful the information is likely to be.



New Team Member Checklist

** Reference Template Only – to be customized by Company **

NEW HIRE CHECKLIST – ONBOARDING

| | |
|---------------------|--|
| New Employee Name | |
| Department/Division | |
| Date | |
| Supervisor | |

FIRST DAY

| | | |
|--|--|--|
| Provide employee with New Employee Handbook | | |
| Assign “buddy” employee(s) to answer general questions | | |
| Picture ID card | | |
| Email/phone number/workstation/computer | | |

COMPANY POLICIES

| | | | |
|--------------------------------------|--|--------------------------------------|--|
| Respectful Workplace/Anti-harassment | | Vacation & Time Off/Leave of Absence | |
| Code of Conduct | | Confidentiality | |
| Office Security | | Cybersecurity /Technology | |
| Sick Leave | | Health & Safety | |

GENERAL OFFICE/ADMINISTRATIVE PROCEDURES

| | | | |
|--------------------------------|--|--------------------------------------|--|
| Shared Drive | | Mail /courier (incoming/outgoing) | |
| General Office/Administration | | Office layout: conference rooms; | |
| policies & procedures/forms | | kitchen area; washrooms; | |
| Building access cards/FOB/Keys | | Supply room – office supplies; other | |
| Telephones | | Building access/security | |

INTRODUCTIONS & OFFICE TOUR

| | | | |
|---------------------------------|--|-----------------------------------|--|
| Tour of facility | | Printers | |
| Restrooms | | General area – restaurants, other | |
| Bulletin board | | Confirm hours of work | |
| Kitchen/Coffee/Vending Machines | | | |

WELCOME TO TEAM

| | | | |
|------------------------------|--|----------------------------------|--|
| Meet team members | | Review job description | |
| Review team projects & plans | | Discuss performance expectations | |
| Review key schedules | | | |

Supervisor Discussion

*** Reference Template Only – to be customized by Company ***

NEW HIRE CHECKLIST – ONBOARDING SUPERVISOR DISCUSSION

| | |
|---------------------|--|
| New Employee Name | |
| Department/Division | |
| Date | |
| Supervisor | |

FIRST DAY

Use the following questions to help you onboard an early career talent New Hire to the team

Business: Ensure the individual understands their role in supporting the achievement of business objectives. Articulate expectations from an individual, team and financial standpoint.

Culture: communicate the culture and style of the company.

Leadership style: discuss your leadership style and how you like to get things done and work with the team

Organization: provide clarity of roles, reporting structure, decision makers, and guidance on how to get things done.



Performance Appraisal Template

(3 Excerpt Samples of Possible Rating Formats)

**** Sample Performance Appraisals Excerpts for Reference Purposes Only****

PERFORMANCE APPRAISAL – FY2021

| | | |
|---------------------|--|------------|
| Employee Name | | |
| Department/Division | | Start Date |
| Date | | |
| Supervisor | | |

PART 1 – GOALS

List your goals for the year; Be sure to include the metric/target; Rate each of the goals set and provide any relevant comments.

GOAL 1

Goal Description

| | |
|---|---|
| Metric/Target | % Completed |
| Employee's Rating: <i>Please check one</i> | Manager's Rating: <i>Please check one</i> |
| <input type="checkbox"/> Exceptional results <input type="checkbox"/> Exceeded expectations <input type="checkbox"/> Met expectations <input type="checkbox"/> Did not meet expectations | <input type="checkbox"/> Exceptional results <input type="checkbox"/> Exceeded expectations <input type="checkbox"/> Met expectations <input type="checkbox"/> Did not meet expectations |
| Employee's Comments: | Manager's Comments: |

– OR –

TECHNICAL/PROFESSIONAL KNOWLEDGE AND SKILLS

(Possesses the technical, operational and general knowledge and skills required to do job – refer to job description; list in order of importance)

Rating: Exceptional Successful Developing Unsatisfactory New to Role

Comments:

– OR –

RATING PERFORMANCE

The application of the individuals skills, knowledge and commitment to XXX Company

PERFORMANCE RATING SCALE

1– Consistently Exceeds Requirement **3**- Meets Requirement **5**- Requirements Not Met, Needs Improvement

RATING

| Operating Principles and Behaviours that demonstrate it | 1 | 2 | 3 | 4 | 5 | Performance Examples |
|---|---|---|---|---|---|----------------------|
| Working together to achieve desired results <ul style="list-style-type: none">• Creates and maintains cooperative and productive relationship with others.• Respectful of others.• Shares information, knowledge & resources.• Actively participates, takes initiative and fulfills commitments within the team. | | | | | | |

Preparing for the Performance Discussion

*** Reference Outline Template Only – to be customized by Company ***

PERFORMANCE APPRAISAL MEETING PREPARATION CHECKLIST

| | | |
|---------------------|--|------------|
| Employee Name | | |
| Department/Division | | Start Date |
| Date | | |
| Supervisor | | |

PART 1 – GOALS

Complete this checklist to make sure you are properly prepared for an appraisal meeting.

| | |
|--------------------------|--|
| <input type="checkbox"/> | Action |
| <input type="checkbox"/> | Scheduled the meeting |
| <input type="checkbox"/> | Reviewed the job description/profile |
| <input type="checkbox"/> | Reviewed performance goals against actual performance |
| <input type="checkbox"/> | Completed performance appraisal |
| <input type="checkbox"/> | Noted areas of improvement to be discussed with examples |
| <input type="checkbox"/> | Noted accomplishments to be discussed with examples |

NOTES

Preparing for the Exit Interview

*** Reference Template Only – to be Customized by OBIO member ***

| EXIT INTERVIEW | |
|-------------------|---------------------|
| Employee Name | |
| Position | |
| Department | |
| Employee Last Day | Employee Start Date |
| Completed By | |
| Date of Interview | |

POSSIBLE QUESTIONS INCLUDE:

1. What did you like about working at the company?
2. What can we do to make this a better place to work?
3. How could your supervisor improve their style of management?
4. What did you like most about your job?
5. What can we do to improve the role?
6. Do you feel that you had the tools, resources and support necessary to do your job?
If not, what was missing?
7. How would you describe the culture of the company?
8. Did you receive adequate feedback about your performance?
9. Did you feel that you gained good experience towards your professional goals?
10. Would you recommend this company as a good place to work?
11. Anything else that you feel is important for us to know?

Suggested Reading

“Nine Minutes on Monday: The Quick and Easy Way to Go From Manager to Leader” by James Robbins.

Publisher: McGraw-Hill (2012)