



Progress Reviews

Every employee in the Department of the Navy (DON) must have at least one formal progress review during the appraisal period. Frequent feedback and communication between supervisors and employees is essential to performance management success. Although supervisors are strongly encouraged to provide informal feedback throughout the appraisal period, these formal progress reviews ensure that supervisors have an opportunity to clarify expectations and provide employees with an opportunity to have a clear understanding on the progress they are making toward their goals. These reviews also serve to ensure that employees have an opportunity to ask their own questions of their supervisors regarding performance, development, and expectations.

Tips for Supervisors

Supervisors should ensure that they are prepared for a thoughtful discussion with each of their employees and that they take the time to show each employee that they are important. The following are some tips for supervisors for scheduling and conducting the required progress review.

- Schedule an adequate amount of time (at least 30 minutes) for each employee and let the employee know the reason for the meeting in advance so the employee can be prepared.
- Do not allow interruptions during the scheduled time (e.g., close the door and do not answer your phone).
- Remain aware of your organization's goals and priorities and note any changes that may affect your employee's performance plans.
- Prior to the scheduled time, review your employee's performance plan and any notes on their performance thus far – make notes on points you would like to discuss.
- Be prepared to discuss both positive and negative aspects of an employee's performance and to offer developmental options such as training.
- In reviewing weaknesses, be specific and behavior-focused instead of making personal attacks.
- Listen! A progress review is time for you to make sure expectations clear, but it is also a time for your employee to discuss any concerns with you. Formulate questions that show you value the employee's input into the process.
- Take notes on what was discussed in the review, including any action items and record this information in the employee's performance plan.

Progress reviews are a **two-way conversation** – both sides should be prepared to openly discuss expectations, issues and concerns, and ideas for ensuring excellent performance into the future

Tips for Employees

Employees should be active participants in the progress review process. This is your time to have your supervisor's undivided attention to discuss your performance, development, and training needs. The following are tips for employees for participating in a progress review.

- Ensure that your supervisor has scheduled adequate time for your progress review.
- If you haven't had a progress review scheduled during your appraisal period, ask for one.
- Be aware of your organization's goals and priorities and how your performance helps achieve those goals.
- Prior to the scheduled time, review your performance plan and make notes on your progress and on any potential changes that could affect your goals.
- Be prepared to discuss tasks you have completed, problems you have solved, progress on your development and any training or learning needs, problems with which you need help, and anything else you are concerned about.
- Complete your self-assessment.
- Listen to what your supervisor has to say and try not to take any negatives personally.

Frequently Asked Questions

Q. I already had a Close-out Assessment during this appraisal period. Do I need to complete a Progress Review as well?

A. Yes. All employees are required to have at least one formal Progress Review during the appraisal period. If you had a recent Close-out Assessment, your supervisor can choose to complete the Progress Review at a later point during the year.

Q. Are self-assessments required for Progress Reviews?

A. Although self-assessments are not required at the DON level, they are strongly encouraged. Employees should take this opportunity to formally document their progress toward their critical elements and to ensure that their achievements are captured.

Additional questions?

For additional assistance, speak with your supervisor or Human Resources representative. Additional resources are also available at the DON Performance Management Portal at:

<http://www.public.navy.mil/donhr/Services/performance/Pages/Default.aspx>