

## **“How's It Going Reviews”**

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**“How's it going reviews”** are an essential part of a good supervisor's normal routine in directing the activities of the persons in his or her charge. When this is discussed, it is assumed that goals were established beforehand, agreed to by the employee and approved in writing by the supervisor. Further, it is assumed that the attainment of the goals (or failure to do so) will form the basis of the employee's annual appraisal of performance, salary administration and consideration for advancement into positions of greater responsibility.

**“How's it going reviews”** are akin to casual, undocumented “Mini-Appraisals” conducted far in advance of the end of the performance period. They are designed to give the supervisor and the employee a clear and up to date understanding of where the employee currently stands in achieving the agreed upon goals (results). They are best performed at the employee's work location so the supervisor can be shown first-hand what has been accomplished, what remains to be done, what difficulties are being experienced, what plans are in place and so forth. If the performance period is one year in duration, “How's it going reviews” should be conducted quarterly (90 days, 180 days & 270 days into the year) and the date for the next such review should be set prior to the end of the current review. These reviews provide multiple benefits to both the employee and the supervisor.

Benefits to the employee include:

1. Guaranteed personal awareness by / one-on-one exposure to the immediate supervisor at least 3 times before the annual appraisal of performance is prepared and becomes part of the employee's permanent employment record.
2. Uninterrupted opportunities for ‘private time’ to influence the supervisor's attitudes, thinking and decision-making to that which favors the employee.
3. Possible acquisition of additional tools (i.e. approved deviations from policies & procedures, added capital or expense dollars budgeted, top flight vacation relief replacement, etc.) to assist employee in accomplishing the mutually agreed upon goals.
4. Possible direct help from the supervisor (i.e. performs a task for the employee under the guise of ‘showing how it is done’).
5. Allows the employee to plan things in advance of the supervisor's arrival so that the best possible impression is made. This forces regular clean-up and discourages procrastination on a quarterly basis.

Benefits to the supervisor include:

1. Assures himself he will not lose touch with what is really happening out in the field.

2. Avoids finding himself in the position of making important decisions absent essential information not conveyed 'up the line' due to oversight or devious intent to misinform.
3. Guarantees 3 on-the-job training opportunities to guide the employee's activities during every performance period.
4. Helps him to head off problems before they become too great to handle alone.
5. Gives him a first hand snapshot of where things stand in his entire unit thus enabling him to implement appropriate right actions designed to assure the timely attainment of his own goals & objectives.
6. Evidences to the employee that the supervisor believes important work is being done that warrants his personal attention on a regular basis.

**“How’s it going reviews”** are often ‘overlooked’ by supervisors who allow themselves to be distracted, overburdened with minutia, etc. That is a grave mistake. Supervisors who order their time in accordance with good management practices and refuse to be redirected away from predetermined supervisory tasks (even by his immediate supervisor) are normally the ones who quietly get the job done year after year while others are forced to spend precious time making up excuses for their failures.

jrm.06.17.05