Performance Development Guidelines for Career Development Fellows

Performance development is a three-phase continuous cycle:

- Planning and goal setting
- Mid-year check-in
- Year-end evaluation

You are encouraged to communicate regularly with your supervisor about questions and/or concerns as they arise. The performance development cycle creates opportunities for you to build a stronger relationship with your supervisor through ongoing discussions based on competencies that are important in almost any work environment.

**Phase 1 (early September):**

*Performance plan development*

- Student and supervisor meet to discuss performance development process
- Student identifies and describes (in writing) three goals for the upcoming year

**Phase 2 (mid-late December):**

*Mid-year check in*

- Student and supervisor meet to review goals and to assess progress
- Discuss any changes in goal priorities and potential barriers to goal accomplishment
- Devise strategies for overcoming barriers
- Identify training and development needs
- Develop plan for securing additional support and/or resources if necessary

**Phase 3 (mid-May):**

*Year-end review*

- Student completes self-assessment of performance for the year
- Supervisor completes assessment of student
- Student and supervisor meet to discuss assessments, successes, and ongoing areas for development
- Discuss goals for next year (if applicable)
Core Competencies

Students and supervisors will discuss the student’s performance as it relates to the specific core competencies listed below.

The following rating key may be used to provide a framework:
4 – Exceeds expectations
3 – Meets expectations
2 – Approaching expectations
1 – Does not meet expectations

Knowledge and Performance of Job Responsibilities
- Understands and effectively accomplishes all tasks required of the job
- Uses resources effectively to stay current in use and application of job knowledge, technology and procedures required for the position

Communication and Service
- Demonstrates reliability and timeliness for work shifts, responsibilities, and completion of projects
- Communicates effectively using appropriate language and active listening skills
- Responds to and interacts with all individuals in a manner that is courteous, attentive, consistent and fair

Commitment to Continuous Growth and Learning
- Demonstrates willingness to learn new ways to accomplish work
- Seeks opportunities to continuously learn and share knowledge

Cooperation and Teamwork
- Works with others in a cooperative manner to accomplish mutual goals, and foster teamwork and collaboration
- Seeks opportunities to offer, ask for and accept the help of others

Flexibility and Change
- Approaches change with a positive attitude and an open mind
- Is receptive to multiple approaches and solutions

Initiative and Creativity
- Proactively generates new ideas to develop or improve upon processes, methods, systems or services
- Supports a creative and innovative environment

Problem Solving and Decision Making
- Demonstrates the ability to identify, analyze and solve problems
- Seeks input and appropriate help when necessary
- Makes effective decisions taking into account the impact on others
Support for the Mission and Vision of Bates College

- Exhibits professional behavior and represents the college and department in a positive manner through action, involvement and attitude (including appropriate attire)
- Behaves in ways that build trust and respect for others, and promotes inclusion

Safety and Security

- Protects privacy, confidentiality, records and data
- Follows safety protocols and minimizes risks and hazards to oneself and others