**Letter Template from Mentor to Supervisor**

**To:** Name, Custodial Supervisor

**From:** Roger Davis, Assistant Director of General Services

Mentor, Title

**Subject:** Custodial Mentoring and Reevaluation Program

**Date:** January 6, 2017

Name,

Roger and I recently met to discuss your participation in the Custodial Mentoring and Reevaluation Program between September and December 2016. Here are my observations based on our work over those four months.

This process was successful primarily due to your openness to the initiative and receptiveness to coaching and guidance through the file review, form completion and evaluation presentations. I never had to intercede in an evaluation presentation because you exhibited good oral communication skills. In fact, you demonstrated good conflict resolution skills during all the evaluations including one which could have been heated had you not diffused the situation correctly. I observed your confidence grow as you continued to make connections with your team. As I told you then, these skills will make or break the success of your team.

We all have a “growing edge” or things that we can improve in our performance. My suggestion for you in this area is to continue developing your written communication skills. Try to avoid general statements such as “arrive on time” and replace them with “be present and prepared daily with all your needed cleaning items for the daily team meeting.” Remember to continue focusing on your strong points such as team communication and keeping an open dialogue as you work on this area to bring it up to the level of your oral communication skills.

WUSM HR has numerous training classes which may benefit you, including a class called “Business Writing and Grammar” which can help your written communication skills. Please go to the website to sign up at <http://hr.wustl.edu/CAREER_DEVELOPMENT/Pages/CourseCatalog.aspx>. There is also a communication class offered by UMSL called “IT Business Communications”. Please go to the website to sign up at <https://register.cetc.umsl.edu/searchResults.cfm?prgID=24>.

As a reminder, this mentoring program will continue for three years and during this time, you, Roger and I will continue to work together. I will check in with you monthly and will assist throughout the performance evaluation process as outlined below.

*FY17 Schedule*

*October 28 – December 20: Fill out employee mid-year performance appraisals and meet individually with each employee to give his/her review.*

*March 1 – March 31: Fill out employee performance appraisals and meet individually with each employee to give his/her review. During performance appraisal, set goals for employee. Set up monthly meetings with employee for a performance improvement plan and monthly/quarterly meetings with employee for a performance development plan.*

*April 3 – April 14: Scan signed appraisals and send to HR for loading in electronic personnel file.*

*April 3 – April 28: Determine and input merit for each employee.*

*July 3 – July 7: Automated employee merit letters will be generated by Business Operations and distributed to each employee.*

*August 1 – August 20: Update goals for employee at this time (informal process).*

*FY18 Schedule*

*Oct 20 – Nov 17: Fill out employee mid-year performance appraisals and meet individually with each employee to give his/her review.*

*March 1 – March 30: Fill out employee performance appraisals and meet individually with each employee to give his/her review. During performance appraisal, set goals for employee. Set up monthly meetings with employee for a performance improvement plan and monthly/quarterly meetings with employee for a performance development plan.*

*April 2 – April 13: Scan signed appraisals and send to HR for loading in electronic personnel file.*

*April 2 – April 30: Determine and input merit for each employee.*

*July 2 – July 6: Automated employee merit letters will be generated by Business Operations and distributed to each employee.*

*August 1 – August 20: Update goals for employee at this time (informal process).*

I truly enjoyed working with you on this project. Your desire to improve Custodial Services was evident from our first meeting. It made the process move smoothly and allowed us to finish in a timely manner with the desired results for your team. I look forward to continuing to work with you during the Custodial Mentoring Process.

cc: Supervisor/Director

Melissa Hopkins, Assistant Vice Chancellor, Assistant Dean for Operations & Facilities Management

Human Resources

Personnel File