

Front Range Roofing Co.

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(720) 555-0129 · office@frontrange-roofing.example
<https://frontrange-roofing.example>



Manager preparation sheet

Private owner / supervisor worksheet. Keep this separate from the employee report. Transfer the relevant evidence, decision and commitments into the shared review.

Employee / Role / Review period / Reviewer

Assignments and expectations

Which roof systems and tasks were assigned? What did acceptable work look like for this role?

Observations, questions to verify and planned action

Walk through recent jobs

Think through setup, installation, problems, cleanup and handoff. Gather dated examples across the review period, including work worth recognizing.

Observations, questions to verify and planned action

Separate observations from reports

What did you see yourself? What was reported by someone else, and what still needs checking? Replace labels such as 'bad attitude' with observable actions and effects.

Observations, questions to verify and planned action

Consider working conditions

Check weather, access, material delays, staffing and changed instructions. How did the employee respond? Do not reward speed at the expense of safe, correct work.

Observations, questions to verify and planned action

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Assess only what you can support

Use not observed when there was no opportunity. Match expectations to the role. Carry the relevant examples into the shared review; do not average safety into a total score.

Observations, questions to verify and planned action

Growth and employee interests

What responsibility has this person already earned through demonstrated work? Ask which path they want to try; do not assume everyone wants to supervise. Identify a supported assignment that lets them explore.

Observations, questions to verify and planned action

Owner's pay decision

Before the conversation, obtain the owner's decision and its basis. Check consistency with comparable responsibilities without putting coworkers' private pay in the shared report. Separate performance, expanded scope and business constraints. If approval is pending, name who will answer and when; do not promise a raise.

Observations, questions to verify and planned action

Plan the conversation and support

Ask what work the employee is proud of and what would help. Choose one or two next assignments, the support you will provide, a responsible person and a follow-up date.

Observations, questions to verify and planned action