

Best Practices for Successful Career Conferences For Evaluators

Prior to Career Conference Report Meeting:

- Gather teaching evaluations from residency and fellowship programs so that you can provide feedback to your faculty.
- Obtain clinical performance metrics that reflect the faculty member's clinical contributions.
- Review part 1 of the career conference report so that you are familiar with the successes and challenges the faculty faced this year. Faculty really appreciate being recognized for their contributions and the fact that you took time to prepare.
- Review previous year's Career Conference Reports to determine if there are any open action items or performance concerns that were not addressed.
- If the possibility of promotion is imminent for a faculty member, review promotion guidelines before discussing promotion possibilities.

During the meeting:

- Review last year's goals, and if they were not met, discuss to identify the barriers and whether the goals were realistic.
- Try to present both strengths and weaknesses for all three missions (education, scholarship, service). Frame the weaknesses in the context of what was done well and remind faculty that we all have opportunities for development. Any serious performance-related issues should be addressed and noted in writing. This is also a good time to give any personal examples or experiences.
- Create *specific* goals or milestones to address weak areas and to ensure continued success. Ask for faculty member input on how to improve his/her performance.
- Find out what the faculty member's expectations are in terms of career progression. Develop a plan for meeting those expectations, or help to create more realistic ones. Refer the faculty member to the promotion guidelines.
- Ask if the faculty member has/wants a mentor, and if necessary, point them to mentoring resources in the school or department and help them find a mentor.
- Ask the faculty member if there are any other items he/she would like to discuss that were not listed in the Career Conference Report. This is a good opportunity to address work-life balance issues.

After the meeting:

- Prepare a short summary right away while the information is fresh in your mind.
- Include a note about achievements so that the department can recognize the faculty member's contribution.
- Upload or paste your summary to Part II so that the faculty member sees it soon after your meeting.
- Follow up on any issues *prior* to the next scheduled career conference report—12 months is too long to wait for successful intervention. If appropriate, let the faculty mentor know how he/she can help.

Rating Scale

Performance Category	Estimated Proportion of Faculty Pool	Category Description
Exemplary	5%	Used sparingly for truly outstanding performance throughout the entire review/rating period.
Accomplished	15%	Demonstrated strong performance, above “commendable,” but not yet at the exemplary or leading performance level.
Commendable	65%	Solid, effective performance of a good contributor and valued faculty member.
Needs Development	10-15%	Adequate performance in most areas but needs development in one or more significant aspects.
Far Below Expectations	0-5%	Inadequate performance overall.