



## NYU Performance Communication Guide for Supervisors

### Annual Performance Review: The End of the Year

The Annual Performance Review provides an opportunity for both the employee and manager to look back over the past year to discuss the employee’s performance results, accomplishments, and development. It should be a conversation that summarizes the ongoing feedback and communication that has happened all year long between the manager and employee.

**Annual Performance Review process steps:**

1. \*Optional: Employee enters results for goals, priorities, and other accomplishments, how they demonstrated the valued behaviors, and summary comments into the **NYU Performance Communication Self Assessment Form**.
2. Manager incorporates self assessment input from the employee and any other sources of feedback, along with feedback on goals, priorities, other accomplishments, valued behaviors, and indicates performance level on goals and priorities, and valued behaviors, and summary comments into the **NYU Performance Communication Evaluation Form**.
3. Manager and employee meet to review and discuss the employee’s performance over the previous year. Any additional information coming from the discussion is added to the **NYU Performance Communication Evaluation Form** by the manager, and both manager and employee sign and retain a copy of the form and manager submits the signed form to their HR representative.

**Determining Overall Performance Level:**

Use the grid below to determine an accurate overall performance level for the employee that reflects performance on goals/priorities/accomplishments and on valued behaviors. Place an X in the appropriate box to indicate the employee’s overall performance on both (A); job responsibilities, additional goals and priorities, and other accomplishments and (B); valued behaviors. A suggested overall performance level rating is indicated for each box and should be transferred the performance communication form.

<b>(B) Valued Behaviors</b>	<b>Exceeds Expectations</b>	_____ Partially or Successfully Meets Expectations	_____ Surpasses Expectations	_____ Far Exceeds Expectations
	<b>Meets Expectations</b>	_____ Partially Meets Expectations	_____ Successfully Meets Expectations	_____ Surpasses Expectations
	<b>Improvement Needed</b>	_____ Does Not Meet Expectations	_____ Partially Meets Expectations	_____ Partially or Successfully Meets Expectations
		<b>Improvement Needed</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
	<b>(A) Job Responsibilities, Goals/Priorities &amp; Accomplishments</b>			

Your judgment and managerial discretion play an important role in determining an overall performance level and there may be times when your overall rating does not fit the recommendations in the grid. Here are a couple of examples that can help guide your thought process:

- 1) Employee A is rated on the low side of Exceeds Expectations on results and on the low side of Meets Expectations on behavior. The overall assessment for this employee may be Successfully Meets Expectations (Not Surpasses Expectations).
- 2) Employee B is rated as Exceeds Expectations on results and on the high side of Improvement Needed on behavior. The overall assessment for this employee may be Successfully Meets Expectations (If the Manager does not think a rating of Partially Meets is appropriate).

### **Tips for conducting a successful performance review:**

#### **Prepare:**

- Arrange for a private location and allow approximately one hour.
- Ask the employee to bring his or her self-evaluation and/or recommendations for areas of development.
- Provide a copy of the review to the employee a few days in advance of the discussion.
- Gather your documentation (e.g., position description, past evaluations, key responsibilities, etc.).

### **Open the discussion with a high level overview of the employee's performance**

#### **Review each of the goals/priorities/responsibilities, and valued behaviors individually**

- Ask the employee to comment on their performance and then add your own perspective.
- Be sure to recognize and acknowledge successes to reinforce positive messages.
- Focus your comments on results and behavior and their impact on performance.
- Talk fairly and objectively about the employee's performance; use specific examples to illustrate your points.
- Be clear about areas of improvement and offer alternatives for how things might have gone better.
- Ask the employee to offer ideas about what they can do to build upon strengths and improve upon areas needing further development.
- Reinforce positive results by discussing performance strengths.

#### **Summarize performance and document next steps**

- Summarize.
- Review the overall performance level.
- Give the employee the opportunity to add any additional comments to the form.
- Sign the form and ask the employee to sign – Note: Signing the form does not necessarily indicate agreement with the information presented but does indicate that the information was reviewed.

#### **After the meeting:**

- Be sure to follow through on your commitments: for example; schedule any milestone meetings that have been agreed upon.
- Keep a copy of the completed, signed performance communication evaluation form along with the employee's self-evaluation for your records.
- Give a copy of the final form to the employee.
- Provide your HR Representative with a signed copy of the form.