



## HR Policies: 6.10.6

### Performance Dialogue

**Subject:** Encouraging Employee Growth

**Number:** 6.10.6

**Issued:** 10/1/80

**Revised:** 2/28/03

#### Purpose

The performance dialogue process provides an opportunity for an ongoing exchange of views between a supervisor and the support staff regarding job results and performance planning. The performance dialogue process is designed to promote communication between supervisors and staff, improve job understanding, promote more effective job performance and on-the-job staff member development, and provide a basis for salary improvement decisions.

#### Applicability

The performance dialogue process applies to all regular full-time and regular part-time nonacademic staff of the university.

#### Responsibility

Deans or executive officers are responsible for the program within their units.

#### Frequency

Each staff member's performance is to be formally evaluated by the immediate supervisor at least once every calendar year. In addition, discussion between a supervisor and staff member concerning job performance should occur routinely and regularly throughout the year. The staff member shall receive a copy of the completed performance dialogue form.

#### Annual Dialogue

The performance appraisal process provides for an annual review of position descriptions and an annual assessment of job responsibilities. Individuals should be evaluated only for job responsibilities discussed in advance and mutually understood by both supervisor and staff member.

Each evaluation should include, at a minimum, a review of the staff member's job description and assigned responsibilities, and an assessment of the staff member's performance in the job, including strengths and areas in which improvement is needed.

#### Supervisory Review

The supervisor should review the results of all dialogues in detail with his/her immediate supervisor. Such review should include a summary of planned development efforts.

#### The Dialogue Interview

An interview should be scheduled between the supervisor and the staff member. Where appropriate, specific steps to improve job performance or promote staff member development should be stated. The interview should be structured to encourage discussion of the dialogue, and clarification of the written review.

#### Overall Ratings

An overall rating of "performance clearly below acceptable levels" should be supported by attaching a letter documenting specific examples of performance.

#### Supervisory Supplement

A Supervisory Supplement should be used to evaluate the performance of staff who have supervisory responsibilities and who have been identified as supervisors through the classification process.

#### Administration

The employing department should keep copies of performance evaluations for three years.

**Appeal Process**

In the event a staff member disagrees with any part of the performance dialogue, the staff member may attach supplementary, explanatory materials to the dialogue form. These will become a permanent part of that record. The staff member's signature on the dialogue form simply acknowledges receipt of the dialogue and does not necessarily constitute agreement with the content of the dialogue.

If, from the staff member's point of view, the dialogue form is not factually accurate, the staff member may request a review by the supervisor and department head. If the disagreement remains regarding facts noted in the dialogue form, the staff member may file a formal grievance using the university's grievance procedure.

---

**Contact the local hr representative or designee or Organizational Development Services (607) 254-6400 for more information.**

---

*6/28/2004 / [Office of Human Resources](#) / [Search OHR Website](#) / [CUInfo](#) / [CU Home](#)*

*Cornell University is an equal opportunity, affirmative action educator and employer. This web resource is designed to enhance access to and understanding of Cornell's benefits, services, and human resource policies. This resource is not intended to create a contract between Cornell University and its employees or any other persons. Cornell University reserves the right to amend or revoke its policies at any time without notice (see full [Disclaimer](#)). © 2003 Cornell University. All rights reserved.*