

Performance Review Process

The performance review process should be designed to improve job understanding, promote more effective job performance and employee development, and encourage the flow of communication between supervisors and employees.

The performance dialogue should be a continuing process throughout the year, with a formal meeting conducted at least once a year. Informal meetings with employees should be held frequently throughout the year. Ideally, the once-a-year performance review is a summary of earlier meetings, with a good portion of the session devoted to discussing future performance, unit goals, and career/personal development planning.

Supervisors and employees should prepare for the meeting by utilizing the enclosed checklists. You may choose any of the Cornell performance review forms (new formats enclosed), or modify one to meet your needs. You do not need to use the same format for all of your employees—choose the form that facilitates the most meaningful dialogue between you and the respective employee.

The purpose and format of the performance review meeting should be made clear to the employee, and they should be given sufficient lead time (at least one week) prior to the actual meeting. A suggested agenda for the meeting is: (1) review the employee's job proficiency, (2) review the employee's working relationship with others, (3) review the employee's accomplishments over the past year, (4) review and update the job description* (if needed), (5) discuss future plans/goals, (6) discuss any other topics the employee would like to cover. ***If you do not have a copy of the employee's job description, please contact Monica.**

Please keep in mind that most employees want the following questions answered in their reviews, even though they may not actually ask them:

- 1 - How am I doing?
- 2 - What can I do to improve?
- 3 - Do I have a chance for advancement?
- 4 - What will be expected of me before the next review?
- 5 - How will my work be evaluated?
- 6 - What kind of help or attention can I expect from my supervisor?
- 7 - What changes are likely to occur in our department or organization, and how will these changes impact me?