MAKING THE MOST OF YOUR PERFORMANCE REVIEW

An ongoing discussion throughout the year about your career

Session 1: Monday, December 2, 11am – 12pm, B26 Humphreys
Session 2: Friday, December 6, 9am – 10am, B26 Humphreys
Session 3: Wednesday, December 11, 10am – 11am, B26 Humphreys

Facilitated by Facilities Services Human Resources
AGENDA

• Preparing for your performance review discussion - Roberta
• Individual Development Plan - Jessica
• Giving and receiving feedback - Bob
• Updated Skills for Success - Jennie
• Resources available to you - Roberta
PREPARING FOR YOUR PERFORMANCE REVIEW DISCUSSION

1. Talk to your supervisor about how they would like to conduct the performance review
2. Review the FS HR webpage about performance reviews: http://www.fs.cornell.edu/hr/pm.cfm
3. Review the what to expect document
4. Review your job description
5. Review your performance review from last year
6. Complete your self evaluation – no surprises!
7. Complete your Individual Development Plan
8. Participate during the performance review meeting by providing feedback about the past year, your supervisor’s performance, resources you are seeking, and your own personal career development
9. Review final performance review document, sign, and your supervisor will return to HR
DEFINING PERFORMANCE RATINGS

For union staff
- Fails to meet expectations
- Needs improvement
- Meets expectations
- Exceeds expectations

For non-union staff
- Fails to achieve expectations
- Needs improvement
- Fully achieves expectations
- Frequently exceeds expectations
- Consistently surpasses expectations

Resource
- Skills for Success Characteristics of Performance Levels: https://www.hr.cornell.edu/life/career/s4s_performance_levels.pdf
**Individual Development Plan**

Please complete your IDP and share it with your supervisor to ensure your continuing growth and development for the upcoming year.

Are there strengths you would like to utilize that are not currently a part of your position description? Share specific examples:

What are your career goals, aspirations, and dreams? What opportunities would you like to pursue in the next 12 months? Two years? Beyond two years?

What skills, education, experiences, or assistance will you need to accomplish your short- and long-term career goals? Please include your personal and professional growth ideas that you believe are relevant to your job satisfaction and success.

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I enjoy what I do and just want to get to retirement.

- We all have things to learn as part of our jobs that can be part of your IDP – such as learning a new technology, how to use a new tool, or improving our personal skills.

I want to move up, but don’t know where to start.

- Start with exploring what you want to do in terms of advancement – talk to your supervisor, HR, peers, union representatives to talk about shadowing others, understanding more about what they do, and documenting it on your IDP so we can help you chart a path forward!

I apply for lots of positions, but am never called for an interview or get offered a position.

- Ask for feedback! Ask the people you interviewed with, ask HR or a peer to review your resume, practice interviewing skills. Reach out to understand what resources are available to you and be open to feedback you may hear.

IDP Questions and Answers

Why does the IDP matter to me?
WHAT QUESTIONS DO YOU HAVE ABOUT THE INDIVIDUAL DEVELOPMENT PLAN?
ADDITIONAL EXAMPLES OF GROWTH OPPORTUNITIES

Knowledge Sharing
• As an experienced and valued Cornell employee, you’ve learned the ropes. Share your best practices and job knowledge with your department! Check with your supervisor or FS HR on how to share your knowledge.

Mentoring Programs
• Do you remember your first day at Cornell? Cornell can be a bit intimidating! Check with your supervisor about mentoring a new staff member (regular or temp). Show new staff around and help them become as valuable as YOU are!!

Rotational Assignments
• Cornell and Facilities Services is a big place and there’s a lot to discover...and learn! If you’re interested in learning more about a different part of FS, try a rotational assignment. Contact FS HR and we’ll discuss the options available to you.
CAREER DEVELOPMENT RESOURCES
It is not just a once per year discussion

Your performance and development should be a topic of development during

all four seasons

and throughout your working meetings!
GIVING AND RECEIVING FEEDBACK

How to provide it and how to accept it
DIFFERENTIATING BETWEEN FACTS AND EMOTIONS

It is important to differentiate between your own feelings and the facts.

If your own feelings have been agitated it is possible that you will allow your feelings to obscure the facts.

This has an effect on your listener, who may then exhibit a defensive behavior.
5 KEY ACTIONS FOR CONSTRUCTIVE FEEDBACK

1. Convey your positive intent
2. Describe specifically what you have observed
3. State the impact of the behavior or actions
4. Ask the other person to respond
5. Focus the discussion on solutions (not blame)
6 KEY ACTIONS FOR ACTIVE LISTENING

1. Mirror/paraphrase
2. Check for understanding
3. Probe for information and feelings
4. Encourage/show empathy
5. Summarize
6. Show verbal and non-verbal attentiveness
Providing Feedback to Your Supervisor

Supervisors aren’t perfect, and sometimes they need to know it!

1. Request a private meeting, not in public
2. Focus on your perspective, not on what you would do as the supervisor
3. Share facts about what you are experiencing – be open and honest
4. Focus on how you can help your supervisor improve
Discussion
What are some things that are difficult to talk to your supervisor about?

• How do I ask my supervisor for a raise?
• What if I think my performance level is higher than what my supervisor gives me credit for?
• I’m interested in developmental opportunities – where do I start?
• It would be really helpful if I could have a mentor. How can I make that happen?
Core Performance Expectations

Our playing field
Cornell Skills for Success

Overriding principle

Success is neither fleeting nor accidental. Choices we make today impact our future and all who succeed us. Sustainability is meeting the needs of the present without compromising the ability of future generations to meet their own needs. A culture of sustainability sees opportunities in every Skill for Success to be more sustainable. Individually, we make a difference; collectively, we change our communities, Cornell and the world.
Cornell Skills for Success

- **Sustainability** – *Overriding principle*
- **Job Skills** - *NEW*
- Inclusiveness
- Adaptability
- Self-Development
- Communication
- Teamwork
- Service-Minded
- Stewardship
- **Innovation** – *Replaced Motivation*

Descriptions available online at: [https://www.hr.cornell.edu/life/career/skills_for_success.pdf](https://www.hr.cornell.edu/life/career/skills_for_success.pdf)
Facilities Services Values

- Truth
- Respect
- Excellence
- Teamwork
- Integrity

Descriptions available online at: https://www.fs.cornell.edu
• Actively solicit input from a wide variety of people and functions.
• Involve diverse groups in solving problems and developing opportunities.
• Be sensitive to the fact that some people want their differences to be recognized while others do not.
• Give feedback openly and respectfully to those whose different behaviors and values affect their credibility and effectiveness.
• Become a mentor to an individual whose background and experiences are different from your own.
• Broaden your view of diversity beyond just race or gender issues.

• Look at issues and opportunities from others' viewpoints before making decisions.
• Confront people directly about their prejudiced behavior or comments, encouraging a way for them to change without "losing face."
• Challenge organizational policies and practices that may be exclusionary.
• Continually monitor your automatic thoughts and language for unexamined assumptions and stereotypical responses.
**RESOURCES AVAILABLE – PLEASE REACH OUT!**

- Career Planning Services
- Career Mapping/Rotational Assignment Program
- Cornell Educational Benefit Programs
- Facilities Services Diversity Initiative
- Facilities Performance Management
- Facilities Services Job Descriptions
- Facilities Services Training Database
- Individual Development Plan
- Leadership Development Opportunities
- Performance Appraisal (for union staff)
- Performance Dialogue (for non-union staff)
- Performance Improvement Plan
- Rewards and Recognition
- University Performance Management Resources

*Advocate for yourself – take charge of your career!!*
Thank you!

Best wishes for a successful year!