WHAT TO EXPECT DURING A PERFORMANCE DIALOGUE

The Performance Dialogue (PD) and Individual Development Plan (IDP) is a yearly discussion, between an employee and their supervisor, to discuss what is going well in their job, areas that need improvement, employee goals, and to explore development opportunities and training. The PD process is an opportunity for candid feedback and to agree on a plan for achievement and job satisfaction. It is important that both the employee and supervisor recognize that a PD is a mutually beneficial discussion and that the outcome impacts both of them. Facilities Services is committed to supporting the professional development and career advancement of all staff at every level. To that end, the PD process is expected to be a candid and objective process, free of biases and discrimination.

- **EMPLOYEES:** As a valued member of the Cornell community, the Performance Dialogue is for YOU, the employee, to provide you feedback to improve, support your professional growth at the University, and to provide you with opportunities for leadership development and career advancement.

- **SUPERVISORS:** As a supervisor, your role in the PD process is critical. Your honest and constructive feedback makes a big difference in an employee’s career advancement while at Cornell and as such your full participation is necessary. The PD process is also a reflection of the effectiveness of your leadership and management style and an opportunity to improve your own skills for success.

**EXPECTATIONS & ACTION ITEMS**

During the PD process, both employee and supervisor can expect:

- **BEFORE**
  - **Support:** Your HR office is available to provide support in the planning, preparation and implementation of the PD and IDP.
  - **Preparedness:** Supervisors are responsible for providing you with all relevant documents and resources in order to have a productive PD process. Important references include your Position Description, University Skills for Success, the PD and IDP template. Both the employee and the supervisor should spend time thoughtfully evaluating each other’s progress BEFORE they meet so both sides have an opportunity for a productive conversation.
  - **Timely communication:** The PD is due February 28. Supervisors can initiate the process at any time during the fiscal year in consideration of their work load to allow adequate time for all reporting employees. Start early to prevent rushing through it near the deadline or missing the deadline.
  - **Action Items**
    1. Set up meeting with employee to ask employee to complete self-evaluation, review and edit job description, and complete individual development plan. Communicate deadline.
    2. Discuss career goals and establish clear expectations about what ratings mean.
3. OPTIONAL: Discuss gathering feedback from others using Qualtrics survey tool. Develop list collaboratively of who to ask for feedback.

4. Review employee’s performance review from last year including customer compliments, awards, training, certifications, etc)

5. Supervisor reviews employee self-evaluation and writes performance review incorporating employee’s contribution as discussed.

• DURING
  o Privacy: you should have your discussions in a private setting
  o Candor: Speak freely, honestly and without fear of repercussion, including direct suggestions from employee to the supervisor on his/her effectiveness.
  o Mutual Respect: An employee’s honest self-assessment is a valuable component of the official evaluation and should be considered by the supervisor as s/he completes the PD. Feedback should not be personal, offensive in nature or unrelated to job performance. Evaluations should be free of religious, gender, cultural/racial or other bias. In case of suspected bias, the University Ombudsman is available for a free and confidential consultation.
  o Security: you should have the opportunity to express your concerns without fear of reprisal or losing your job. Give and receive constructive feedback that is not personal in nature.
  o Dedicated Attention: There is neither a minimum length of time, nor a maximum length of time, for which your PD meeting should take place. It is important that you feel you have had adequate time to discuss what is and is not going well with the job, goals, as well as opportunities for training and career advancement.
  o Seriousness: Listen to comments and concerns and do not simply dismiss them. The PD is an opportunity for professional and personal development.
  o Action Items
    1. Discuss self-evaluation and supervisor evaluation. Reconcile major differences where needed.
    2. Discuss career goals and feedback on supervisor’s effectiveness.
    3. Review edits to job description and individual development plan and enhance as needed

• AFTER
  o Documentation: Both the supervisor and the employee should have a final copy of the PD and rating as submitted to HR for the record. Any rating below 3 (non-union employees) or 1 (union employees) requires a Performance Improvement Plan (PIP).
  o Confidentiality: the results of your discussion (including your ratings) are limited to review by your supervisor(s) and HR staff only, and no one else without your consent.
  o Commitment & Follow up: Employee and Supervisor should jointly follow up on plans for performance improvement and professional development.
  o Action Items
    1. Both sign final version of PD documents. Supervisor submits PD to HR by February 28 deadline.
    2. Check-in about performance and individual development plan goals on at least a quarterly basis.