The Performance Review process is for regular full-time and part-time Administrative/Professional, Technical and Clerical Support employees to:

- provide opportunity for a meaningful conversation about and reflection on an employee's performance in relation to expectation and department goals
- acknowledge employee achievements
- assist employee in planning and implementing methods to improve performance
- set up a dialogue to provide employee opportunity to communicate level of fulfillment, what s/he values in their job, their relationships
- provide a documented record of employee performance and progress to assist you in managing your area or department
- discuss career development needs, career goals and objectives for the coming year

General Guidelines - Studies show that what the majority of people want most from their jobs is recognition.

- Performance reviews are confidential and are kept on file in the Tisch Human Resources Office.
- Performance reviews are not a single event but rather an on-going process: Periodic feedback and counseling throughout the year are important because they acknowledge employee success, give the employee an opportunity to correct problems before the year-end review and will usually motivate an employee to grow. The review content and discussion should not be a surprise to the employee.
- Performance reviews are meant to be non-disciplinary assessment: The review should be an objective and include open communication.
- Performance reviews should compare outcomes to clearly defined goals. The expectations must be realistic given the workload, work environment, and other factors; however, these factors should not become excuses for allowing poor performance.
- Performance reviews provide an opportunity to solicit feedback and ideas from employees on how they wish to develop their skills and new opportunities they seek to pursue.
- Documentation is important: The danger in not documenting performance throughout the year is that you may tend to highlight only recent performance during the review. It would be unfortunate to fail to mention an employee’s accomplishments from earlier in the year. Similarly, documentation will help you to keep track of how problems have developed and manifested over time.

Process for Conducting Review

- **Schedule**
  
  Employee Self-Review form is sent to each employee by the TSOA HR Office. Ask the employee to complete the Employee Self-Review and return prior to meeting. You may wish to invite employee to include current resume, student evaluations, or other relevant material. Schedule enough meeting time to go over both of the review forms and have a full discussion. One-half hour to an hour is suggested for each person, but this can be adjusted as appropriate.

- **Prepare**
  
  Prepare for each review by going over the employee’s responses on the Employee Self-Review form. Also, review notes/memos you wrote during the year about accomplishments, challenges reflective of their performance, feedback received from faculty or staff, parents or other NYU departments, student evaluations, or other relevant materials.

- **Complete the Supervisor's Review**
  
  Review employee’s performance in light progress towards goals from prior year, key responsibilities of position and examples of necessary skills and abilities. Comments should be specific and relevant to the position description.
Include Rating Descriptions for overall performance: REQUIRED

Far Exceeds Expectation - Outstanding performances that always exceeds expectations, demonstrated for an extended sustainable period of time (entire academic year)
Surpasses Expectations - Very strong performances that exceeds expectations in most situations, and meets expectations in all others
Successfully Meets Expectations - Consistent strong performance, always meeting expectation, occasionally exceeds expectations
Partially Meets Expectations - Indicates good but inconsistent performance, meet some, but not all job requirements or expectations
Does not Meet Expectations - Major gaps in performance against job requirements or expectations, Immediate and substantial improvement must be made

When using rating descriptions for either individual skill or overall performance rating please note “…successfully meets expectations…” is standard and is commendable. Most employees’ performance will fall in this category. Use “…Far exceeds expectations…” sparingly to avoid diluting the ratings.

Completed review should be reviewed and signed by Department Head and/or Department Chair prior to meeting with employee.

- Discuss
Start by going over the Employee Self-Review. This will give you an opportunity to clarify the job description. Give the employee the completed Supervisor’s Review and allow the employee some time to read it. Continue through a discussion of the Supervisor’s Review. It is important to encourage two-way communication. Sometimes the discussion may lead you into unrelated areas, but remember to bring it back on track so that you don’t end up skipping points you really wish to cover.

Personal aspects - Focus on the employee’s performance or work-related behavior. Personal characteristics should only be mentioned as they affect the employee’s work performance. However, remember that attitude is a legitimate indicator of performance. If you want to bring this up, the key to discussing it appropriately is to explain how it affects negatively or positively on the person’s performance.

Expectations - Give specific examples related to job description and expectations. Suggest what you would like to see instead and clarify your expectations. Discuss concrete objectives and timetable for meeting them. Without a timetable, the employee may not understand the urgency to correct the problem.

For Administrative and Professional AMI Eligible Employees - May indicate that the performance rating is but one factor in determining the recommended AMI%.

Goals for next review period - Goals should be “SMART”

<table>
<thead>
<tr>
<th>Specific</th>
<th>Measurable</th>
<th>Achievable</th>
<th>Relevant</th>
<th>Time-Framed</th>
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<td>easy to understand, result described</td>
<td>how each goal will be measured</td>
<td>individual has capabilities and necessary tools</td>
<td>aligned with mission of department, unit</td>
<td>include interim and final specific time frame</td>
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Future Career Goals and Training Needs - Encourage the employee to think about his/her potential. Factor in ways in which you as a supervisor might be able to offer greater opportunities and support to develop their skills and potential. Provide general career guidance, if you can. Incorporate University Resources such as ILearn, Training and Development.

- Conclusion
End on a positive note. The employee may wish to write a response to your Supervisor’s Review in the space provided. Both of you should then sign as indicated.

- Submission
Forward signed, reviews to Tisch Human Resources through your Department Head/Chair. Follow-up meetings should be scheduled with employees, particularly in those cases when performance does not meet expectations.