 **Performance Dialogue**

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| **Employee Name:** | Click here to enter text. |
| **University Title:** | Click here to enter text. |
| **Unit:** | Click here to enter text. |
| **Supervisor Name:** | Click here to enter text. |
| **Review Period:** | Click here to enter text. |

*Employee and supervisor, separately complete the following questions to facilitate a dialogue and assess performance:*

**What was done well this last year? Share specific examples of achievements and accomplishments.**

Click here to enter text.

**Status of last year’s goals (please explain):**

Click here to enter text.

**What actions or changes might increase effectiveness? Share specific examples.**

Click here to enter text.

*Employee and Supervisor, separately complete this form by choosing from the dropdown lists below to evaluate how the* [*Skills for Success*](https://www.hr.cornell.edu/life/career/skills_for_success.pdf)*,* *[Job Specific Skills](#PositionSpecificSkills" \o "This would include Work Quality and Meets Deliverables along with any Job Specific Skills identified in the Employee Position Description.), and depending on the role, the* [*Leadership Skills for Success*](https://www.hr.cornell.edu/life/career/leadership_s4s.pdf) *are demonstrated. Under Job Specific Skills, add responsibilities specific to the individual’s role from their position description. See the “Rating Definitions” on the final page of this document. Please support your feedback with comments and examples. Performance Dialogue ratings are:*

• *Not Delivering Quality Results*

*• Delivers Results Independently (or if new in role, with appropriate level of assistance)*

*• Enhances Results*

*• Leverages Role to Maximize Results*

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| **Skills for Success** | | | | | |
| Job skills | Choose an item. | Self-Development | Choose an item. | Service-Minded | Choose an item. |
| Inclusiveness | Choose an item. | Communication | Choose an item. | Stewardship | Choose an item. |
| Adaptability | Choose an item. | Teamwork | Choose an item. | Innovation | Choose an item. |

Refer to and enter the key duties and responsibilities from the employee’s Staff Position Description (SPD) and provide feedback below.

Click here to enter text.

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| **Job Specific Duties & Responsibilities** |

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| --- | --- |
| Click here to enter text. | Choose an item. |
| Click here to enter text. | Choose an item. |
| Click here to enter text. | Choose an item. |
| Click here to enter text. | Choose an item. |
| Click here to enter text. | Choose an item. |

*Comments:*

Click here to enter text.

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| **Leadership Skills for Success** (optional for non-supervisors) | | | | | |
| Creating Open and Inclusive Environment | Choose an item. |  | Problem Solving | Choose an item. |
| Exemplifying Interpersonal Effectiveness | Choose an item. |  | Delivering Results | Choose an item. |
| Planning & Decision Making | Choose an item. |  | Managing & Developing People | Choose an item. |

*Please give specific examples.*

Click here to enter text.

*To be completed by the supervisor and employee:*

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| **Not Delivering\*** | **Delivering** | **Enhancing** | **Leveraging** |
|  |  |  |  |

**Overall Performance Level. Check One:**

\*This rating requires a conversation with HR*.*

*Support your ratings with comments and examples.*

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| **Supervisor's Comments:** |
| Click here to enter text. |
| **Staff Member's Comments:** |
| Click here to enter text. |

**Review Staff Position Description (SPD) for accuracy and understanding**

The SPD accurately reflect the day to day duties and responsibilities of the job? (check one)  YES  NO

**This PD includes documentation and discussion of the following. Check those that are completed.**

Review of Staff Position Description (SPD)

Review of previous year’s goals

Set goals for next year (See “Employees Job Specific Goals” on page 4 of this document)

Completion of the Career Development Plan

Completion of the NCAA Addendum *if it applies* to the staff member’s position

**Actual date of initial meeting to discuss the Career Development Dialogue:** Click here to enter text.

**Immediate Supervisor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:** Click here to enter a date.

**Next Level Supervisor (optional): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:** Click here to enter a date.

I have reviewed this document with my supervisor. My signature indicates that we have completed these discussions, but does not necessarily imply my agreement: any areas of disagreement are noted in my comments above (or in the attached document). I understand that I am entitled to receive a copy of this form and attachments, bearing all required signatures.

**Staff Member: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:** Click here to enter a date.

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***Rating Definitions***

*Cornell’s rating scale and corresponding definitions are below. Please use the* [*Skills for Success*](https://www.hr.cornell.edu/life/career/skills_for_success.pdf)*, employee’s* [*Job Specific Skills*](#PositionSpecificSkills)*, and depending on the position, the* [*Leadership Skills for Success*](https://www.hr.cornell.edu/life/career/leadership_s4s.pdf) *to rate employees.*

**Not Delivering Quality Results**

Does not deliver results with appropriate quality, quantity, and timeliness. Inconsistantly demonstrates understanding and application of the Skills for Success, Job Specific Skills, and depending on the position, the Leadership Skills for Success. This rating requires completion of a[*Performance Improvement Plan (PIP)*](https://www.hr.cornell.edu/life/career/performance_improvement.doc)*.*

**Delivers Quality Results Independently *(or if new in role, with appropriate level of assistance)***

Independently delivers quality results with the appropriate level of assistance or involvement given time and complexity in role. Competently demonstrates the Skills for Success, Job Specific Skills, and depending on the position, the Leadership Skills for Success.

**Enhances Results**

Regularly contributes enhanced results demonstrating greater expertise, depth and/or breadth. Exceptionally demonstrates the Skills for Success, Job Specific Skills, and depending on the position, the Leadership Skills for Success.

**Leverages Role to Maximize Results**

Consistently exercises vision and leadership maximizing the role to contribute highest quality outcomes. Masterfully, is a role model, applies the Skills for Success, Job Specific Skills, and depending on the position, the Leadership Skills for Success.

**Employee’s Job Specific Goals:***Please identify next year’s goals in alignment with the departmental objectives.*

***Projected Date of Completion of Goal Development:*** Click here to enter a date.

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| FYClick here to enter text. Goal **1** | Click here to enter text. |
| Objective | Click here to enter text. |
| Accountable | Click here to enter text. |
| Actions/  Tactics | Click here to enter text. |
| Deliverable | Click here to enter text. |

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| --- | --- |
| FYClick here to enter text. Goal **2** | Click here to enter text. |
| Objective | Click here to enter text. |
| Accountable | Click here to enter text. |
| Actions/  Tactics | Click here to enter text. |
| Deliverable | Click here to enter text. |

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| --- | --- |
| FYClick here to enter text. Goal **3** | Click here to enter text. |
| Objective | Click here to enter text. |
| Accountable | Click here to enter text. |
| Actions/  Tactics | Click here to enter text. |
| Deliverable | Click here to enter text. |

***Goals Check In:*** *Please check in on progress toward the established goals at 6 months. Indicate the status and any additional information needed. Also, note other accomplishments and how they relate back to individual or unit goals.*

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| --- | --- | --- | --- | --- |
| **6 Month check-in: / /** | **Completed** | **In Process** | **Not Completed** | **Comments** |
| 1. Click here to enter text. |  |  |  | Click here to enter text. |
| 1. Click here to enter text. |  |  |  | Click here to enter text. |
| 1. Click here to enter text. |  |  |  | Click here to enter text. |
| Please note any other accomplishments not listed above and/or how these contributed to individual or university goals.  Click here to enter text. | | | | |

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| **NCAA Addendum – Only complete the following if your position requires adherence to NCAA guidelines:**  ***Staff: Please check box and provide signature and date below.***   I have conducted business with full knowledge of and in full compliance with NCAA, Ivy League  and University policies and procedures.  **Staff Member: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:** Click here to enter a date.  ***Supervisors: Please complete the following:***   I have assessed the staff member’s adherence to NCAA, and university policies and procedures,  and the staff member has the requisite knowledge of and is in compliance with NCAA and Ivy  League rules.  **Supervisor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:** Click here to enter a date. |