



Cornell University



Employee Name:
University Title:
Unit:
Supervisor Name:
Review Period:

Performance Dialogue

Employee and supervisor, please complete the following questions for the above employee:

What was done well this year? Share specific examples.

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

Which goals were accomplished?

Which planned goals were not accomplished and why?

Cornell University – Performance Dialogue

Supervisors: Please rate your employee on the skills below. Complete “Ratings Definitions” for 1- 5 are on the final page of this form. A “5” indicates Consistently Surpasses Expectations, “4” indicates Frequently Exceeds Expectations, “3” indicates Fully Achieves Expectations, “2” indicates Needs improvement, and “1” indicates Fails to Achieve Expectations. If you would like to rate your employee on skills specific to the position do so by listing the skills and corresponding ratings in the column to the right. Support your ratings with comments and examples. Please let your staff member know if you would like her/him to complete this section.

Work Skills						Position Specific Skills					
	1	2	3	4	5		1	2	3	4	5
Job Knowledge											
Work Quantity											
Work Quality											
Work Habits											
Work Attitude											
Comments:											

Skills for Success											
	1	2	3	4	5		1	2	3	4	5
Inclusiveness							Teamwork				
Adaptability							Service-Minded				
Self Development							Stewardship				
Communication							Motivation				
Comments:											

Leadership Skills for Success (for supervisors and managers, optional for staff)											
	1	2	3	4	5		1	2	3	4	5
Visionary							Diversity and Inclusion				
Business Acumen							Developing Others				
Ethics/Integrity							Achievement Orientation				
Communicates w/ Impact							Judgment/Decisiveness				
Relationship Building							Courage to Change				
Strategic Thinking							Self Mastery				
Problem Solving/Systems Thinking											
Comments:											

To be completed by the supervisor and employee:

Overall Performance Level. Check One:

1	2	3	4	5

Support your ratings with comments and examples Note: Unsatisfactory ratings of a "1" or "2" require a Performance Improvement Plan.

Supervisor's Comments:
Staff Member's Comments:

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 the coming year (A Goal Alignment worksheet is available on the website) _____
- Completion of the Individual Development Plan _____
- Completion of the NCAA Addendum *if it applies* to the staff member's position _____

Actual date of initial meeting to discuss the PD: _____

Immediate Supervisor: _____ Date: _____

Next Level Supervisor: _____ 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: _____

NCAA Addendum – Only complete the following if your position requires adherence to NCAA guidelines:

Staff: Please check box and provide signature and date below.

- By signing below, you acknowledge that you are required to conduct business in compliance with NCAA and Ivy League rules and regulations, and that you have reported any knowledge of violations involving yourself or your institution to the appropriate individuals on campus.

Staff Member: _____ Date: _____

Supervisors: Please complete the following:

- By signing below, you certify that you have assessed the staff members' adherence to NCAA and Ivy League rules and regulations and that, to the best of your knowledge, the staff member has operated in compliance with such rules and regulations.

Supervisor: _____ Date: _____

Rating Definitions

Cornell uses a 5-point rating scale to measure performance. Please use the following ratings and definitions to complete this form. See the document titled "Characteristics of Performance Levels" for characteristics of individual performance levels within the Skills for Success.

- 5) Consistently Surpasses Expectations
Works consistently at a superior level in most aspects of position; consistently exceed goals and expectations. Makes an exceptional or unique contribution to the unit/department.
- 4) Frequently Exceeds Expectations
Performs beyond expectations in a majority of position duties and responsibilities. Proactively meets and predominantly exceeds position expectations – making a significant contribution to the overall achievement of unit/department goals.
- 3) Fully Achieves Expectations
Reliably performs position duties and responsibilities. Fulfills position requirements, established goals and expectations. Solid performance results in valuable contributions to unit goals.
- 2) Needs Improvement
Fails to meet one or more of the significant position requirements. Requires improvements in areas noted. Performance improvement plan must be developed and monitored.
- 1) Fails to Achieve Expectations
Does not fulfill position requirements. Performance improvement plan must be developed and monitored; or termination must be initiated.