The Employee’s Role in the Performance Assessment Process

Preparing for the Review

Preparing for the Performance Assessment Meeting

- Gather any documentation regarding your performance that you have collected throughout the year (letters, notes, etc.)
- Review any feedback from others (customers, peers, etc.) relevant to your performance
- Review your job description and goals that were set during the performance planning discussion
- Write down questions that you want to ask your supervisor
- Be prepared to talk about your performance – what you do well; how you could improve, what you would like to learn or add
- Share your self-evaluation with your supervisor ahead of time

Employees Want to Know the Following about their Jobs:

- How am I doing?
- How does my role contribute to overall UNH and department priorities?
- What is expected of me?
- How will I know if I’m doing it right? Doing it well?
- What authority do I have?
- What do I need to do to improve?
- Are there any consequences I need to be aware of?
- What support can I expect from my supervisor?
- What are my opportunities for advancement?

Purpose of Performance Assessments:

- A means of constructively analyzing the efforts of individuals
- A means of determining where improvement is necessary
- A procedure by which communication is enhanced, thus providing a forum for guidance, and counseling to promote the growth of employees

Benefits of Performance Assessment for the Employee:

- Formal process to stop and take stock of how you are doing
- An opportunity to clarify responsibilities and expectations
- Improve work performance
- An opportunity to seek professional growth opportunities
- To communicate professional development opportunities
Employee’s Role in Performance Assessment

- View performance assessments as an opportunity to showcase your accomplishments
- Be an active contributor to the process
- Take responsibility for your own performance and professional development
- Opportunity to link department goals with your professional development plan

Preparing for the Performance Review

- Review your past performance assessments, job description, performance log listing professional development activities, key job assignments, work accomplishments, projects, and initiatives you have completed
- Cite specific achievements and the value they added to your department’s mission. Quantify them whenever possible. Think results, not just activities.
- Objectively review strengths and weaknesses, candidly admitting when things went wrong
- Identify areas needing improvement and develop a plan for improving them. Include what you need from your supervisor to help you improve
- Identify professional goals for next year linking them to your department’s strategic plan.

Planning for Professional Development

- Develop your own plan to realize your performance potential. DON’T WAIT INITIATE
- Develop your personal goals and objectives. How will you add value to your department?
- **SMART** goals are: Specific, Measurable, Agreed Upon, Realistic, and Timely
- Job skills are necessary, but not sufficient for management of performance and professional development
- Enhance your ability to perform within a higher ordered value system

Clear Goals are SMART Goals

- **S** = Specific outcomes
- **M** = Measurable (How often? How well?)
- **A** = Attainable and Agreed upon
- **R** = Relevant and Realistic to the department and employee
- **T** = Timeline for accomplishment; be Timely
Example of a SMART GOAL:

- Performance Goal: To compile a report and conduct an analysis of the number of students who petitioned their classes in the ____ department. This is to be completed by date.
- Professional Development Goal: To increase knowledge of managing difficult customers in the academic environment by attending 1-2 classes on dealing with difficult customers. Classes to be completed by end of the calendar year.

How to Manage the Review Meeting

- Sell yourself. Document your achievements over the course of the review period
- Set joint expectations and goals
- Be proactive. Ask your supervisor for a progress check in six months

Take Charge of Your Performance Assessment

- Take responsibility
  - Clarify your supervisor’s expectations
  - Solicit feedback
  - Practice receiving feedback
- Manage your frame of mind
  - View feedback as an opportunity to gain useful information
  - Assume the best intentions
- Prepare your personal strategy
  - Do a self-assessment
  - Try to predict what the appraiser will say
  - Rehearse responses to anticipated feedback
  - Don’t take criticism personally
- Consider your meeting behavior
  - Ask for specifics
  - Avoid being defensive

Self-Assessment Goals

- Align performance and developmental goals to the Academic Plan and departmental goals
- Focus on skills and knowledge acquisition which directly support these goals
- All employees and their managers should mutually develop and agree on goals

Think About Your Past Assessments

- Was your preparation adequate?
- Did you or your supervisor receive any surprises?
- How could you have done better?
• Do you feel satisfied with the sessions?
• Did you learn any lessons? How can you apply them in the future?

**Receiving Feedback**

• Get ready to listen….stay focused and don’t interrupt
• Listen for the whole message, hearing before evaluating
• Seek first to understand. Ask questions for clarification.
• Take notes.
• Use open body language -- lean forward, eye contact
• Seek specific, descriptive examples of incidents, trends
• Paraphrase your understanding of what you heard
• Ask for areas for improvement/growth and seek resources
• Accept praise graciously….don’t deny it

**Negotiating Changes in your Performance Assessment**

• Maintain poise
• Disagree diplomatically. Use “I” messages instead of “You” messages
• Be prepared to sell advantages
• What’s in it for your supervisor
• What’s in it for the department/organization
• What are the potential “costs” of not making the change(s)

**Summary**

• The performance assessment process can be a valuable opportunity to continually enhance job performance and professional development
• Take responsibility for your performance. We no longer own our jobs. We need to continually learn and develop professionally to add value.
• Define competencies and goals with your supervisor
• Consider your personal strategy and preparation
• Sell yourself!!
• Learn to receive feedback; be a good listener, If you disagree, state your reasons diplomatically
• Help your supervisor help YOU….Manage Up