



Performance Reviews - Employee Guide

Human Resources

Performance reviews are a key part of the performance management process; a collaborative, communication-based process where employees and managers work together to plan, monitor and review the employee's objectives, short and long term professional goals and contributions to the organization. As you prepare for the review process, support resources in this guide can help you feel equipped and well prepared.

Ideally, performance conversations happen routinely throughout the year between a manager and the employee. These conversations can be check-ins to reflect on the employee's progress on their goals as well as their development. While self-appraisals may only happen once a year, the reflection and recording of progress and development can be continuous.

Preparing Your Self-Appraisal

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Review Performance

Reflect on your performance for the key aspects of your position; comment on your quality and quantity of work during the review period. If possible, include data that supports your productivity. It may be helpful to review your job description questionnaire (JDQ) in Oracle Self-Service to comment on your major responsibilities. To review your JDQ, login to <https://myinfo.rit.edu>, select "Employee Self-Service" and then "My Job Description."

Evaluate Goals

You likely set goals for the year with your manager at the beginning of this year's performance cycle. Record major milestones, achievements, feedback, and changes you have made related to these goals. Incorporate data, measureable outcomes, and milestones you achieved that will make the evaluation of your goals even stronger.

If you didn't create goals at the beginning of the cycle, this is a great place to start next year's cycle. The most effective goals are connected to your manager's goals or departmental initiatives. You can also look back at the past year and record what major initiatives, projects, programs, etc. you have worked on and then evaluate them.

Highlight Accomplishments

You can incorporate accomplishments from this review period into your appraisal. This will look different for all employees; it can be a training program you completed, a degree you started or finished, a professional award you won, finishing an ASL class, contributing to a campus-wide initiative, a complimentary email from a colleague, etc. This is your time to shine and share moments that made you proud throughout the year.

Provide Areas of Improvement

Reflect on your work and think about what areas you can focus on and improve upon in the future. These areas of improvement may even turn into goals for next year's review cycle. Start planning for next year right now!

When is the best time to do this?

The best time to start working on your self-appraisal is at the beginning of the performance cycle. You can ask your manager for the evaluation template your department uses as a guide for how you will be evaluated.

You can record progress on your goals as you complete them, check-in with your manager to make sure you are on track and adjust throughout the year. If your area doesn't have a formal way to record progress, it can be as simple as starting a Word document and add to it during the review cycle. It may seem overwhelming to pull all of this together at one time, but if you start early and add to it often, you will have everything you need when come the end of the review cycle!

If you are starting now, that is ok, too! Consider looking back through your Outlook calendar as a reminder of some of the things you completed, worked on, or participated in this year. Look back through emails, departmental initiatives, and talk to your supervisor about your contributions. They may remember a part you played in a goal they had to accomplish!

Performance Review Meeting

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Preparation

You've sent your self-appraisal along, your manager has reviewed it, and included their comments and feedback regarding your performance, but the meeting has not happened yet! Confirm the date and time of your performance review conversation with your manager and ask if they can send you a copy of the review in advance of the meeting. This will give you time to read the feedback, process the information, and prepare for the meeting with any clarifying questions you may have.

If performance conversations are happening throughout the course of the year, the information in the formal review should not come as a surprise to you or your manager.

The Meeting

Come to the meeting with any questions that you may have for your manager after reading the review. This should be an open dialogue where you can provide input into your evaluation. A signature or sign-off of receipt and review will take place at the end. This does not mean that you necessarily agree with everything that is in the review, rather that it was delivered and discussed.

What if You Don't Agree?

If you disagree with any part of your evaluation, you have the opportunity to add additional comments and information from your point of view. This would be in the form of a letter that stays with the evaluation. For further questions regarding this process, please contact your [Human Resources Manager](#).

Planning for Next Year

You've just completed this review cycle, and now is the best time to start working on next year's goals and system improvements. You could potentially turn some of your current goals into new goals or look what can be done for the next phase of a goal. You could use your areas of improvement as a launch pad for a new initiative. Or you can even explore an accomplishment as a new area of focus for your position. The next cycle starts right at this point and is a great time to have the discussion with your manager about your development and the year to come!

Additional Resources:

[How to Write a Self-Appraisal](#)

[5 Tips for Writing Your Performance Evaluation](#)

[How to Write a Self-Evaluation that Will Impress Your Boss](#)

[How to Prepare for Your Annual Employee Review](#)

For further questions,
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