

Revised March 2016

The Performance Communication Guide for Employees at Steinhardt

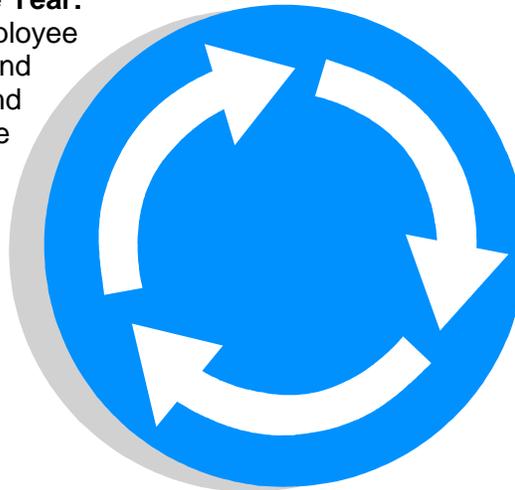
Effective communication and feedback about performance are critical to the success of every employee and to the success of the University overall. At the core of this process is an **ongoing dialogue between employees and their supervisors** that provides the following benefits:

- Creates a shared understanding of goals, valued behaviors, and other expectations that are critical for success
- Fosters an environment of continuous feedback and professional development
- Provides employees with the opportunity to assess their own performance
- Helps employees improve what they do and how they do it, thus enabling them to provide greater support to the goals of their school or unit and the University

NYU Performance Communication Cycle

Beginning of the Year:

Manager and employee meet to discuss and establish goals and other performance expectations for the coming year



Throughout the Year:

Manager and employee meet regularly to discuss progress on goals and expectations

End of the Year:

Employee and manager assess, review and discuss the employee's performance

This year, Steinhardt will refocus on communication and goal development in March and April 2016. We recommend the following process:

- Managers and employees establish up to 3 goals by early April or formally define and document the goals you identified earlier in the academic year
- Use May as your formal midpoint to discuss any newly established goals
- Use June to document and discuss the overall performance and goals of each of your team members and provide the completed written assessment to Roger Ho.

Roles and responsibilities in this process

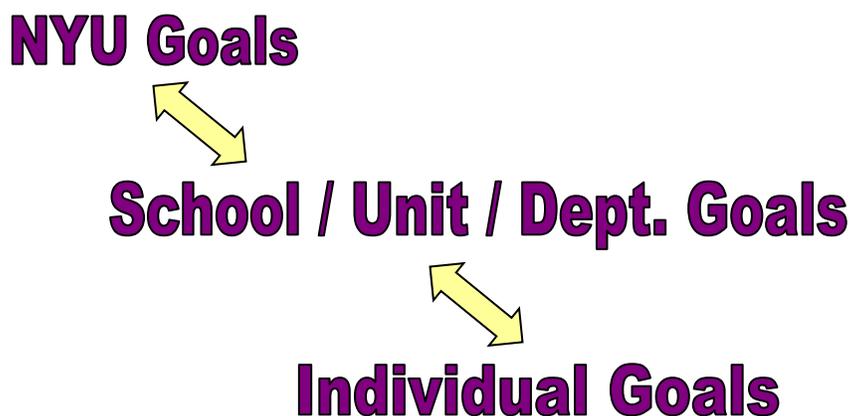
Manager	Employee
<ul style="list-style-type: none"> • Communicate and document expectations • Provide ongoing feedback • Periodically review, discuss and document performance • Create an atmosphere that encourages learning and development • Set a positive example for others 	<ul style="list-style-type: none"> • Discuss and verify expectations • Seek and be open to feedback • Seek out opportunities for development • Keep track of your accomplishments and what you have learned • Set a positive example for others

Setting Goals

Manager and employees should meet to discuss and establish goals and priorities along with other performance expectations for the quarter. These discussions are documented on the **Performance Communication Form**.

Setting goals and establishing clear performance expectations provides the opportunity to ensure alignment between the employee’s goals and the goals of the school/unit and the University, and is an important driver of employee performance and job satisfaction.

Goal setting can be thought of as a “cascading” process from the strategic level to the individual level, with goals getting more narrowly defined as they cascade. It is important to understand how your goals support the goals set for your department, and how the departmental goals support the goals of the school/unit and the University overall.



Writing “SMART” Goals: Well defined goals should always include the following “SMART” characteristics:

Specific: Describing in precise terms what will be done

Measurable: Describing how you will know whether or not the goal was met

Achievable: Defining a goal that is challenging but attainable

Relevant: Connecting and aligning the employee’s role with the objectives of the school/unit

Time-bound: Specifying the time frame within which the goal should be completed

Creating SMART goals

Sample department goal

To increase student applications by 30% by offering innovative programs and by supporting the full academic needs of the student.

Needs:

1. Improve database skills.
2. Improve customer service skills.

SMART Goals:

1. Mary will take 2 courses by April 21st and then create an access database following the completion of these courses that allows for instant reporting on all student graduation dates.
2. Jack will follow the service guidelines defined by the department at all times as demonstrated during 3 observations this year. Excellent service will also be supported by the absence of any complaints from any of the department’s customers.

Your turn

- Consider the actual goal(s) of your department and jot down one need that you have that related to the department goal.
- Now make that need in to a SMART goal.
- Then obtain feedback and support from one peer (and facilitators as needed)