

## ARTS AND SCIENCE

### HUMAN RESOURCES ADMINISTRATION

#### NYU Performance Communication Guide for Arts and Science

##### I. Introduction:

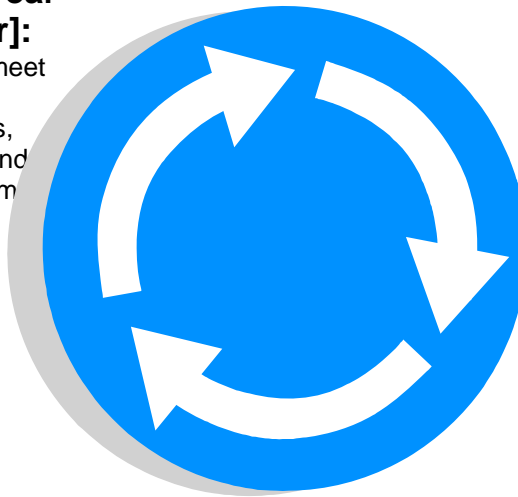
Effective communication and feedback about performance are critical to the success of every employee and to the success of the University overall. At its core, performance communication is an ongoing dialogue between employees and their managers/supervisors that provides the following benefits:

- Creates a shared understanding of goals and other expectations 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

#### Arts and Science Performance Communication Cycle

##### **Beginning of the Year [June – September]:**

Manager and employee meet to discuss and establish performance expectations, special projects, goals, and other initiatives for the coming year.



##### **Throughout the Year:**

Manager and employee meet regularly to discuss progress on goals and expectations. Formal Midpoint review in January/February.

##### **End of the Year [May/June]:**

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

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#### **At the beginning of the performance cycle (June - September of a given academic year):**

Manager and employee meet to discuss and establish performance expectations, special projects, goals, other initiatives and longer-term career aspirations for the next academic year.

#### **Throughout the next six months:**

Manager and employee meet regularly (monthly or quarterly) to discuss progress on goals and performance and, if necessary, realign or re-prioritize goals. There is a formal mid-point review at the mid-point (January/February). Employees and managers will meet to discuss, review, and reach an understanding of where they are on overall performance, special projects/ goals/ initiatives. The manager should keep notes for end of year review (a mid –point review tool will be provided).

#### **At the end of the performance cycle:**

Employees will assess their own performance against goals and expectations. Managers will assess employee's performance based on their own observations, the employee's self-assessment, and – as appropriate - feedback gathered from other sources. Employees and managers will meet to discuss, review, and reach an understanding of performance on goals.

Employees are encouraged to keep notes on their performance. Managers are also encouraged to keep notes on their employee's performance throughout the year.