

Guidelines for the Annual Performance Review/Assessment

Performance development should be happening all year long (e.g., when a supervisor compliments an employee for a job well done or coaches an employee through a difficult situation). However, the annual performance review and assessment meeting is used for the documentation of performance over the past year and as the basis for performance development during the coming year.

Remember, performance development is about ongoing two-way communication between the employee and their supervisor. The annual performance appraisal should be a summary of various meetings throughout the year (feedback/updates). There should be no surprises at this summary meeting.

Use the information below to set the stage for a productive discussion at the end of the year (or for any other interim performance or development discussion). Also note the specific steps that are required for completing this assessment and remember that the **supervisor** is responsible for providing all documentation to Human Resources.

Preparing for the Annual Discussion

Both the employee and the supervisor have a responsibility to participate fully in the conversation and to share feedback both ways.

Especially for Employees. Take responsibility for reviewing your own goals and performance and be prepared to share this feedback with your supervisor.

- **Review your current role document.** Does it reflect your current role in the department? If not, discuss your thoughts with your supervisor.
- **Take a look at your goals for the year.** Were you able to meet them? Consider your achievements and think about obstacles/roadblocks you encountered and how you dealt with them.
- **Consider whether others could provide insight.** Is there anyone your supervisor should speak with before your conversation? If yes, let your supervisor know this before the review meeting.
- **Review the competencies required for your position.** Remind yourself of your strengths and be prepared to cite specific examples. In what areas have you improved? What additional skills or expertise would you like to develop or improve?
- **Think about ways to perform your role better and/or improve the operation of the department.** What can you do better or differently? How can your supervisor help you overcome obstacles?
- **If you manage others, outline how you have developed/strengthened your staff's performance and skills.** Be prepared to document specific ways you have assisted in this process.

Especially for Supervisors. Do your own review of the employee's performance throughout the year and think about possible developmental goals.

- **Review the employee's role document.** Does it reflect his/her current role in the department? Review the primary position responsibilities. Has the employee effectively performed these? What is your overall assessment of how these responsibilities were performed?
- **Take a look at the employee's goals for the year.** Were any goals modified or changed during the review period? Have the goals been met? Have you been able to provide the employee with the tools and support to get the job done?
- **Review last year's appraisal.** How does this year compare to last year? Have there been improvements? Consider whether you need to speak with anyone else to have a more complete and accurate picture of the employee's performance.

- **Review the competencies required for the position.** Assess the employee's strengths, weaknesses and areas of greatest improvement. Is there a specific area where you would like to establish a developmental goal?
- **Think about ways the employee could improve his/her performance in the role or improve the operation of the department.** What suggestions do you have for the employee? Are there obstacles to achieving these goals? If yes, are there ways to mitigate them?
- **If the employee manages others, discuss what he/she has done to strengthen the performance and skills of these reports.** Ask about regular communication of information, job expectations, and feedback to these reports.
- **Give the employee a chance to talk about you could assist him/her.** Don't be afraid to ask for feedback on your performance as well.

During the Performance Discussion

Refer to the **Tips for Ongoing, Effective Feedback** in preparation for your meeting. During the meeting, make sure you review the following together:

- Review the role document (and be willing to make changes to it, if needed)
- Review the competencies and the performance requirements for the position
- Discuss the goals (and how/whether they were met)
- Discuss any obstacles that affected the achievement of these goals
- Discuss opportunities for growth and development in the current role or a different role

This annual meeting is also an opportunity to review developmental and career goals for the coming year. Refer to the **Guidelines for Setting Goals and Objectives** for more information.