



# Human Resources

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## Performance

### Cornell's Performance Dialogue Process

The performance dialogue provides an important opportunity for Cornell employees and supervisors to discuss job performance expectations and career development opportunities. Performance dialogues are one component of the ongoing [Performance Management Process](#). Supervisors interested in learning more about the performance dialogue process may visit the [Manager's section](#).

Depending on the college or unit where you work, the annual performance dialogue may be submitted online in [Workday](#), or via paper document. If you are not completing your performance dialogue in Workday, your supervisor may also encourage you to complete an Individual Development Plan which is an excellent way to chart a course forward in your career at Cornell. If completing your performance dialogue online, the Individual Development Plan is built into the Performance Dialogue in Workday. If you're not sure about which form to use, check with your supervisor or local [HR representative](#).

### What to expect during your performance dialogue

The performance dialogue process varies by college and unit at Cornell. But essentially, all regular full-time and regular part-time nonacademic employees of the university are expected to meet with their supervisors on an annual basis to review job results and planning. Read the [Performance Appraisal Policy](#) for details. Employees should complete the appropriate documentation in advance of this meeting, as instructed by the supervisor (links to forms are listed below).

Performance is evaluated according to

- what was done well and what may need to change or improve;
- review the status of last's year's goals;
- discuss actions to promote more effective job performance, including a review of the [Skills for Success](#), [Leadership Skills for Success](#) (if applicable), and skills specific to

the role; and

- review the coming year's goals.

After your meeting, you will receive a copy of the completed Performance Dialogue form to sign (or if in Workday, you will use a digital signature); your signature acknowledges the dialogue took place and does not constitute agreement with the content. If you disagree with any part of the dialogue, you may attach supplementary explanatory materials which will become part of the record. You may also request a review by the supervisor and department head, or file a formal [grievance](#).

*Note: HR is in the process of moving all performance management documentation into [Workday](#), which will provide a more convenient digital interface and efficient recording.*

## **Performance Management Tools for Employees**

### **Resources**

- [Skills for Success](#): Key skills Cornell employees are expected to demonstrate, which are evaluated as part of the PMP.
  - [Leaderships Skills for Success](#): Leadership skills that employees, and especially supervisors, are expected to demonstrate.
  - [Career Development Guidelines](#)
  - [How to Complete Your Performance Review in Workday](#) (Video)
  - [How to Add Goals in Workday](#) (Video)
  - [Performance Review FAQ](#) (pdf)
  - [Performance Appraisal for Union Employees](#) (doc)
  - [Goal Alignment Form](#) (doc)
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