

**Penn State Performance Management**  
**Preparing for End-of-Year Reviews with Your Employees**  
**Manager Checklist for Completing the Process**  
**2017-18**

**Before the Meeting\***

- ☐ Schedule time with each employee for their end-of-year review.
- ☐ Ask employees to write and submit their self-evaluations using Workday
- ☐ Begin gathering input for each employee's End-of-Year Review. Review their Job Responsibilities Worksheet and Goal Development Worksheet, their self-evaluations and other notes/information that you may have to help you prepare for a thorough conversation.
- ☐ Seek feedback regarding your employee's performance from others who are familiar with their work.
- ☐ Review the general ratings guidelines and your unit's ratings norms (if developed and shared) to help ensure that you determine the most accurate overall rating as possible for each employee.
- ☐ Complete the End-of-Year review for each employee Workday.
- ☐ Remember to evaluate performance, not personality
- ☐ Prepare agenda/outline for meeting.

**\* IMPORTANT:** Your unit may choose to use some form of calibration as part of the End-of-Year process. If this is the case for your unit, you will NOT conduct your end-of-year review conversations until you've participated in the calibration process and/or after you've heard from your unit-HR team

**Notes:**

1. [Click here for a brief tutorial](#) on how to utilize Workday for the End-of-Year Review activities.
2. [Click here](#) for more information about the Ethics and Compliance statements/conversation starters.

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**During the Meeting**

- ☐ Welcome the employee to the meeting; state the purpose of the meeting.
- ☐ Review positive performance, accomplishments, etc. (provide examples). Make sure that your conversation addresses each component of the performance management process (goals, core competencies and ethics and compliance statements).
- ☐ Ask employee to share accomplishments.
- ☐ Discuss any components in which you believe the employee needs improvement (provide example). Ask employee to suggest how they can improve in the area(s). Discuss the consequences and additional suggestions for improvement.

**IMPORTANT:** This is not the appropriate venue to introduce new information concerning areas that need improvement; strive for a “surprise-free” performance review.

- ☐ Work with your employee to reach consensus on the performance review
- ☐ Summarize meeting and reinforce positives.
- ☐ Plan for a follow up meeting to review the employee’s JRW and to help them set goals for the next performance management cycle.

**Helpful Hint:** Give the employee context for their performance by discussing the outcomes for both their positive and negative performance. Be sure to highlight how the employee contributed to the success of their unit as well as the University.

**After the Meeting**

- ☐ Acknowledge in Workday that the End-of-Year conversation occurred, and enter any final comments you may have.
- ☐ Schedule a meeting with each employee to begin the next performance management cycle; come prepared to discuss their Job Responsibilities Worksheet and goals, including those focused on professional development opportunities and improvement areas.

**Note on setting goals:** If an employee has been in one position for many years and feels that there has been little change in their job, they may find it difficult to identify goals. Keep in mind that from year-to-year there are changes in technology, department restructuring, changes in work distribution, and other things that cause changes in how a job is performed. Work with your employee to develop goals that target keeping up with these changes or the changing goals of the department or University. Longer-term professional development goals should also be considered.

Be available to coach your employees in reaching their goals throughout the review year. Periodic meetings, including the Mid-Year Check-In, ensure that your employees stay on track throughout the year.