Effective communication and feedback about performance are critical to your success as an 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, competencies, 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

“SPEAK,” NYU’s performance communication process, is divided into three types of discussions that happen at specific times during the year:

**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
1. At the beginning of the year:
   - Manager and employee meet to discuss and establish operational and developmental goals, any other performance expectations including any school or unit-specific competencies or leadership competencies for the coming year, and longer-term career aspirations.

2. Throughout the year:
   - Manager and employee meet regularly to discuss progress on goals and performance and, if necessary, realign or reprioritize goals
   - Some schools/units may conduct a more formal (documented) mid-year discussion

3. At the end of the year:
   - Employee assesses their own performance against goals and expectations
   - Manager assesses employee’s performance based on their own observations, the employee’s self-assessment, and feedback gathered from other sources
   - Employee and manager meet to discuss, review, and reach understanding of performance on goals, competencies, and any other expectations

These discussions are documented at the beginning and at the end of the year on the NYU Performance Communication Form. Operational and developmental goals, values/competencies (including leadership competencies) and any other school/unit specific performance expectations and performance related to these, are documented on this form. Schools/units have the option to customize the values/competencies to fit their individual needs.

Employees are encouraged to keep notes on their performance in the Performance Journal Form throughout the year to make it easier to track progress, and prepare for performance discussions. Likewise, managers are encouraged to keep notes on their employee’s performance throughout the year.

Please click here to get copies of these forms. Contact your HR representative with any questions.