



Employee

Preparing for the Performance Review

1. Be an active participant: Review your own performance ahead of time and prepare one or two examples of outstanding service you have provided. Be objective and note places where you might improve or resources you might need to do a better job. Identify barriers to your performance and solutions you can offer for those barriers. If you had a "customer service nightmare" during the rating period, be prepared to discuss what you learned from that experience and how you will use the experience to offer better service in the future. Remember, it's not just what happened - but what you learned from what happened that counts!

2. Have an open-mind and be proactive: If you go into the process thinking the review is a waste of time or go in prepared for a fight, then nobody will win. Think ahead about what you can do to make the review work for you. Assume that you and your manager are on the "same side of the desk" and that your manager is working towards the same goals as you are - better results for you, YC, and our students or customers.

3. Have an Outward Mindset: You can only control one side of the performance review. Managers sometimes feel awkward and uncomfortable providing feedback or they may not have prepared adequately for the review, they may not have skills or they may not completely understand the process. Give your manager a break - they may be new at it! Regardless of how well the manager does, you can always learn something from the process. Prior to the review you can ask the manager about what to expect by asking: *"Can you tell me step-by-step what I can expect? Is there anything you would recommend I do to prepare?"*

4. Prepare a self-evaluation: Your manager may ask you to prepare a self-evaluation using the evaluation tool. Or he/she may ask you to prepare specific items. If no preparation is requested - prepare anyway. Take some time to rate yourself using the evaluation tool. Assemble kudos you received from customers, supervisors, colleagues; review your calendar and email to jog your memory of accomplishments; think about what you want to accomplish during the next year. Gather any training certificates for training you have attended.

During the Review

1. Focus on the message, not on the numbers: Rating forms are very subjective, and every manager has his or her idea about what different ratings mean. If you feel uncomfortable with

a rating, ask your manager for clarification, examples, or to review expectations. Don't focus on negative comments or on the past, but rather ask: "How can I prevent this problem in the future?" Try to get specifics so you can address these in your evaluation comments and adjust your performance.

2. Be gracious: Thank your manager for recognizing your performance and for the time he/she put into developing the evaluation. Ask that additional items be included with the evaluation if you feel they need special recognition. After presenting information you prepared in advance for a particular rating, don't be afraid to ask him/her to change a rating. If he/she agrees - GREAT!

3. Expressing disagreement: If after discussing an item and making your case for a higher rating, you still find you disagree with a rating or the entire review rather than argue, use the employee comment area to provide feedback and recap your information. Always stick to the facts in this section - it doesn't look good if you make judgments about your supervisor in writing. Just express your disagreement factually, succinctly, and in good taste. If you need to, ask for a couple days to formulate a response and give it some thought.

4. Sign your evaluation: By signing your evaluation after you have included your comments, you indicate that the manager has reviewed all the information contained with you. Remember: Your signature only means you have reviewed the evaluation with your manager - not that you agree!