

2021 Performance Management Suggested Timeline

DATE	ACTION
March 22 – April 9, 2021	Request Direct Reports Complete Self-Assessments: Collect self-assessments from direct reports.
April 10 – April 30, 2021	Collect Input on Employee Performance: Solicit feedback from those who are knowledgeable about your staff members' work for a more complete view of the employee's performance throughout the year and accomplishment of goals set for the year.
	Finalize Performance Appraisals: After collecting input and evaluating performance in terms of results in both the "what" and the "how," determine the performance level compared to the agreed-upon objectives set for the year.
May 3 – May 24, 2021	Complete Final Assessment, Calibrate the Ratings of your Team, and Discuss the Assessments with Your Manager: Work closely with your manager and HR generalist (HRG) during this period to finalize assessments before they are given.
May 25 – June 18, 2021	Manager begins drafting next fiscal year's goals for discussion with their own manager and staff. Goals set out the priorities for the next year and describe "what success looks like" both in terms of what will be accomplished and how it will be achieved.
July 2 – July 30, 2021	Communicate Performance Feedback and Rating with Direct Reports: Coaching and feedback are central to the performance management process at Yale. After approval from your manager and HRG, you are encouraged to provide balanced feedback to each staff member reporting to you.
August 2021	Manager and employee meet to discuss new fiscal year goals and expectations: Together, managers and employees create specific performance and developmental goals for the year based on: <ul style="list-style-type: none"> • Employee's role expectations, job responsibilities, and development objectives • Manager's priorities and goals • Department and University priorities and goals

(February 4, 2021 DMS)