



## *July 2023 News*

### **Retention Study Shows How Long Workers Stay at a Job**

The labor market has been hot since June 2021, when the level of job openings hit a record high of 10.1 million, according to data from the U.S. Department of Labor, Bureau of Labor Statistics (BLS). The BLS publishes monthly reports, including what is known as the Job Openings and Labor Turnover Survey. The job openings report published June 2, 2023, found that employment increased by 339,000 in May 2023. This was well above estimates. It has been a hot two-year stretch for the job market!

A recent study by LendingTree, which analyzed BLS data from 2012 to 2022, found that the median job tenure has dropped from 4.6 years to 4.1 years. The biggest drop in job tenure was for workers between age 25 and 34, which fell from 3.3 years to 2.8 years.

Age Band	2012 Tenure	2022 Tenure	Percentage Change
25 – 34	3.3 Years	2.8 Years	-12.5%
35 – 44	5.3 Years	4.7 Years	-12%
45 – 54	7.8 Years	6.9 Years	-11.5%
55 – 64	10.3 Years	9.8 Years	-4.5%
65 and Older	10.3 Years	9.9 Years	-4%

The study concluded that workers – particularly younger workers – are not staying at a job for as long as they used to. On average, younger workers stay at a job for less than 3 years. The trend is likely to continue, as workers continue to seek better opportunities as employers continue to face labor shortages due to the lingering effects of the pandemic and overall demographic changes. There are now roughly two jobs open for every unemployed worker, more than any other point before the pandemic, according to recent BLS data.

A similar study by Payscale analyzed US worker retention between March 2018 and March 2023. According to the report, the main reasons workers say they leave their current job include perceived inequity in the employer’s pay practices, concerns about job stability, toxic workplace culture, and bad management. Fear of getting laid off was the biggest factor impacting someone’s decision to seek other employment. Workers who felt secure in their job reported a 39% decrease in their desire to job seek. Pay also came in high, and for younger workers especially, pay transparency. Workers under 24 said that when a position’s pay is revealed publicly, their desire to job seek falls significantly.

Last fall, Governor Newsom signed a new state law (SB 1162) that requires all employers with 15 or more employees to provide a salary range on all job postings, and to provide to an employee upon request the pay scale for the position in which the employee is currently employed. A similar law (SB 973) was signed two years earlier. It required California employers with 100 employees or more to submit an annual pay data report to the state outlining the compensation and hours worked of its employees by gender, race, ethnicity, and job category. Labor Code Section 432.3, effective January 1, 2018, prohibited California employers from relying on salary history information of an applicant in determining whether to make an offer to the applicant, and in determining the proposed pay rate. The 2018 law applies to all employers regardless of size, and subsection (g) specifically applies it to state and local government employers.

Two years before that, on January 1, 2016, California’s Equal Pay Act (Labor Code Section 1197.5) made it illegal for an employer to pay any of its employees at wage rates less than the rates paid to employees of another race or gender for substantially similar work. The law also prohibits employers from restricting employees from disclosing their wages, discussing the wages of others, inquiring about another employee’s wages, or aiding or encouraging others to exercise their rights under the law.

Most public agency jobs already have publicly available pay scales. The California Public Employees' Pension Reform Act of 2013 took effect on January 1, 2013. Referred to as "PEPRA," it applies to all state and local public retirement systems, including CalPERS and County pension systems. PEPRA says that employee compensation must be set forth on a publicly available pay schedule that can be used to calculate the amount of the employee's retirement benefit. CalPERS requires that the public agency adopt the pay scales through an appropriate resolution for a group or class of employees and make it available for public review.

Although pay transparency has had a positive impact on retention overall, it may trigger higher turnover for younger workers, who are more likely to be paid at the lower end of the range. When they notice job postings that show higher ranges than their current rate of pay, this may increase their desire to seek a new job. Turnover can also increase when existing employees see new employees brought in at a higher pay rate for the same work.

Other than pay and job security, a positive relationship with one's manager and a good work culture can go a long way in improving the average tenure. For example, the Payscale study showed that each of those factors lowered an employee's desire to leave by 21% and 22% respectively.

### **News Release - CPI Data!**

The U.S. Department of Labor, Bureau of Labor Statistics, publishes monthly consumer price index figures that look back over a rolling 12-month period to measure inflation.

- 4.0% - CPI for All Urban Consumers (CPI-U) Nationally
- 4.5% - CPI-U for the West Region
- 3.2% - CPI-U for the Los Angeles Area
- 4.2% - CPI-U for San Francisco Bay Area (from April)
- 3.9% - CPI-U for the Riverside Area
- 5.2% - CPI-U for San Diego Area

## **New Federal Pregnancy Law Takes Effect**

The Pregnant Workers Fairness Act (PWFA) took effect on June 27, 2023, and requires covered employers to provide “reasonable accommodations” to a worker’s known limitations related to pregnancy, childbirth, or related medical conditions, unless the accommodation will cause the employer an “undue hardship.” Private and public sector employers with at least 15 employees are considered a covered employer.

The PWFA is a new federal law and applies only to accommodation. Existing state and federal discrimination laws already make it illegal to fire or otherwise discriminate against workers because of pregnancy, childbirth, or related medical conditions.

The PWFA does not replace federal, state, or local laws that are more protective of workers affected by pregnancy, childbirth, or related medical accommodations.

The Federal Equal Employment Opportunity Commission (“EEOC”) is required to issue regulations to carry out the law. Violations of the PWFA can be enforced through the EEOC beginning on June 27, 2023. For the PWFA to apply, the situation in the complaint must have occurred on June 27, 2023, or later.

In some situations, workers affected by pregnancy, childbirth, or a related medical condition may be able to get an accommodation under the Federal Americans with Disabilities Act (ADA) or the California Fair Employment in Housing Act (FEHA).

The House Committee on Education and Labor Report on the PWFA provides examples of possible accommodations including:

- The ability to sit or drink water.
- Receive closer parking.
- Have flexible hours.
- Receive appropriately sized uniforms and safety apparel.
- Receive additional break time to use the bathroom, eat, and rest.
- Take leave or time off to recover from childbirth.
- Be excused from strenuous activities and/or activities that involve exposure to compounds not safe for pregnancy.

Covered employers cannot:

- Require an employee to accept an accommodation without a discussion about the accommodation between the worker and the employer.
- Deny a job or other employment opportunity to a qualified employee or applicant based on the person's need for reasonable accommodation.
- Require an employee to take leave if another reasonable accommodation can be provided that would let the employee keep working.
- Retaliate against an individual for reporting or opposing unlawful discrimination under the PWFA or participating in a PWFA proceeding (such as an investigation).
- Interfere with any individual's rights under the PWFA.

The PWFA was passed December 29, 2022, along with the PUMP Act, which expanded protections for nursing mothers by providing the right to break time and a clean, private space to pump. Expanded protections took effect April 28, 2023. Workers in California have already been covered under related state laws. The PUMP Act now adds similar protection under Federal law.

## Questions & Answers about Your Job

*Each month we receive dozens of questions about your rights on the job. The following are some GENERAL answers. If you have a specific problem, talk to your professional staff.*

**Question:** Our Department is implementing minimum staffing and forced overtime assignments for our job classification. If we go under minimum staffing, the Department will post an overtime position for the shift. Approval of our time off request is contingent upon having the shift filled – otherwise, our vacation request will be denied. If we are at minimum staffing and someone calls off sick, which puts us below minimum, they will use the forced overtime list to bring us back to

minimum. We are also encouraged to find a replacement for any time off request. Others in our department and in our Association get stand-by pay. Can the Association do something about this? At the very least I want standby pay for being subject to call-back due to minimum staffing.

**Answer:** Check your MOU or personnel rules and policies. These documents frequently include language on topics such as overtime, standby, on-call, call-

back, or after-hours callouts. If there is language that applies, then it must be followed. You may also want to review the seniority language (if any) to determine if it identifies which employees are called back first.

Your employer may place you on standby, but they should provide notice and an opportunity to meet and confer to your employee organization over any identifiable impacts. This may include items like standby pay, and procedures for determining which employees are added to the standby list and how the responsibilities are shared or distributed. For example, this could be through a bidding process, or by seniority.

Standby pay is common where an employee is required during off-duty hours to respond if called out. Typically, an individual is assigned to be on standby for a day or week. There may be geographical, response time, or other restrictions placed on their off-duty time. Standby pay is designed to compensate the person who is required to be responsive if called out. Standby pay is in addition to any wages that must be paid if you do have to report back to work.

As for time off requests, the employer should not be placing new restrictions on your right to use your vacation time. But the employer can deny requests on a case-by-case basis, including for operational needs, such as not having enough workers to cover mandatory minimum staffing. If the department is announcing a new blanket rule, that could be challenged. The employer should also not be asking you to find a replacement for your time-off requests as a condition of having it approved. Unless finding a replacement is already required in your MOU, rules, or policy, your employer cannot unilaterally announce this as a blanket rule without first bargaining with your employee organization.

**Question: The City announced that they are reclassifying a vacant Administrative Assistant position in our department to a new Management Analyst position. This moves the position from our employee organization into the management unit. Can they do this? What recourse do we have to object?**

**Answer:** The employer can create a new position within the department. If the work the new position will perform

belongs to the management unit, then the employer should provide notice and an opportunity to meet and confer with the employee organization that will represent this new position. In your question, that sounds like it will be the employee organization that represents the management unit. They can negotiate over the job specification and pay if it has not already been done.

The employer can also eliminate a vacant position, or the funding, even if that position belongs to your bargaining unit. However, the employer cannot then transfer the work outside the bargaining unit. If that occurs, the employee organization that represents the vacant and now eliminated position may be able to challenge the employer's actions through a grievance regarding the erosion of the bargaining unit, or through an unfair practice complaint with the state Public Employment Relations Board. This will depend on how different the analyst position is from the assistant.

Regarding your question, this sounds as though it will be your employee organization, which represents the work performed by the Administrative Assistant position. Let your employee

organization know that you noticed the position was eliminated. They can contact the employer to find out more.

As part of a fiscal year budget, it is common for the employer to reclassify a position rather than create a new position and eliminate an old one at the same time. Reclassifying in this manner combines two steps into one. This may be objectionable. Check your MOU and personnel rules to see if there is any language on reclassifications.

In any event, it is likely a good idea for your employee organization to inquire with the employer about the changes. It may be that a reclassification is wise given the needs and responsibilities within the department. But it could also be a way of slowly eliminating bargaining unit positions over time, particularly if no other positions are being added to your unit at this time.

**Question: I have been having concerns at work that I have needed assistance with. I reached out to one of our employee organization officers, and we had a discussion at my desk on work time about some of those concerns and whether the employee organization can help me. My manager later asked what**

**I was discussing, and I told her, “Union business.” She said I was not allowed to do union business during work time. This seems extreme to me. Can management restrict private communications between my union representative and I about workplace conditions and concerns?**

**Answer:** You really have two questions. The first involves whether you have the right to conduct union business during work time. Your employer may prohibit you from doing so. However, the employer must follow both the MOU and the law, which may require release time for union business under certain circumstances. For example, the MOU might allow for release time to your employee organization leaders to represent a member in a grievance or discipline case, or to investigate whether a grievance has occurred. Union release time language in an MOU usually does not extend to rank-and-file members. The law may also provide protection, for example, when employee organization leaders are formally meeting and conferring with the employer over changes in terms and conditions of employment, or when an employee is participating in hearings before the state

Public Employment Relations Board. It does not sound like these protections apply to the situation you have described. So, your manager likely can ask that you do this on your own time.

The second question is whether the employer can interfere with your right to engage in protected activity. The answer is no. Under the Meyers-Milias-Brown Act, public agencies shall not interfere with, intimidate, restrain, coerce, or discriminate against public employees because of their exercise of their rights to engage in protected activity. (Gov't Code §3506). An employee can file an unfair practice claim with the state Public Employment Relations Board if there is a violation. Merely asking if an employee is engaging in work or protected activity is not a violation. But if the manager asked you to reveal the substance of your discussion, that would be a claim.

**Question: I am requesting some time off, and the days I am requesting off, our office will be fully staffed except for our open Accountant position. I am requesting one day and a few hours three days later. I had mentioned to my supervisor that I am behind on work prior to requesting this time. My**



**supervisor told me she will approve my time conditionally because she cannot approve my time off if I am already behind on work. We have been short-staffed for several months because the open Accountant position has not been filled. I am currently performing the duties of this open position, so of course I am behind on some of the tasks. Can she deny my request for time off?**

**Answer:** Your supervisor can deny your leave request. However, your employer should be following the MOU and any personnel rules and policies. Many MOUs provide for a right to paid time off, and the procedures are often set forth in a separate rule or policy. The starting point is to check those documents to see whether there are any limitations on the employer's exercise of discretion in approving or rejecting leave requests.

In the absence of any protocols, your supervisor can exercise discretion to approve or deny a request. However, this discretion must be exercised reasonably. Your request (one day, and a few hours three days later) sounds like a reasonable leave request. Generally, understaffing is not a valid reason to deny the request or place conditions on

approval, absent a hard deadline on a specific work project.

General workload – particularly, as in your situation, where you are performing not just your job but that of another open position in your department – is not a reason in and of itself to deny leave. Particularly when the employer has control over staffing. If your supervisor changes the approval to a denial, you may have grounds for a grievance.

You may also be entitled to additional pay for performing out-of-class work, for example the duties of the vacant Accountant position. Check your MOU and personnel rules to see if there is language that provides for additional pay, and if so, consider asking for it.



**help**  
Helping Employees Learn Prosperity  
[www.helpplac.org](http://www.helpplac.org)

## Delores Autry West Award



"It is truly an honor and a blessing to receive the HELP Leonard T. Stone scholarship. I am grateful and will purpose this towards the day you will be calling me Doctor Anissa Muhammad. Thank you HELP."  
-Anissa Muhammad



"Thank you for the HELP Leonard T. Stone scholarship. I really appreciate it and the financial assistance will help me out toward paying for my school necessities"  
-Desiree Rocha



"This scholarship means so much to me. Graduating high school and going in to college can be very scary, but knowing that I have the financial support from the HELP Leonard T. Stone Scholarship is awesome and I'm truly grateful"  
-Viary Campos



"I am grateful for the scholarship because it allowed me to not be financially halted from doing the things I really was interested in doing and learning what I wanted to learn. It allowed room for some financial freedom. I appreciate the assistance that I received from the HELP Scholarship." -Nia Porter

## APPLY TODAY

<https://helpplac.org/help-scholarship/>

HELP is dedicated to assisting and promoting our youth and members in our community to reach their highest level of potential. Higher education enables individuals to expand their knowledge and skills and improve one's quality of life. To assist and promote our youth and members reach their full potential, HELP has created our annual Delores Autry West Scholarship. The HELP Scholarship is only available to registered HELP members & their children.

[CLICK HERE TO APPLY](https://helpplac.org/help-scholarship/)



## Welcome to Your Discount Program!

### What is the HELP Discount Program?

Your HELP Discount Program is a one-stop-shop for thousands of exclusive discounts in more than 25 different categories. That means there's something for everyone!

### How to Navigate Your Discount Program



#### Local Offers

Located in the Quick Links section, Local Offers allow you to use your location to see all of the discounts near you, wherever you are! Discounts can be filtered by category and distance.



#### Interests

Let us know what you're interested in so we can ensure you're seeing the perks you'll most enjoy, front and center on your Discount Program Home Page.



#### Brands

Looking for something specific? The Brands tab, found in the Quick Links section, is an easy and quick way to search for all the discounts available to you.



#### Suggest a Business

Don't see what you're looking for? Head to the Suggest a Business page, found in the upper right-hand corner of your Home Page, to suggest your favorite brands and local spots be added to your Discount Program.



#### Need Some Help? Reach Out To Us!

PerkSpot's customer service team works tirelessly to help you access your Discount Program and redeem deals easily. Below are some important details regarding customer service availability.



#### Hours

Monday - Friday  
9am - 6pm



#### Phone Number

866-606-6057



#### Email

cs@perkspot.com



#### Support\*

support.perkspot.com

*\*If you've still got some questions, visit [support.perkspot.com](mailto:support.perkspot.com) to submit a request. Our bilingual Customer Service team will reach out and can answer any questions in both English and Spanish.*

Ready to save? Head to [helplac.perkspot.com](http://helplac.perkspot.com) to get started!



# HELP PERKS

www.helplac.org

## Save with these incredible **HELP** Membership Perks

Your HELP membership is simply amazing. And in addition to the benefits that are already yours, we have added these HELP Perks with hundreds of merchants and thousands of discounts. Members can access savings at both national and local companies on everyday purchases such as tickets, electronics, apparel, travel and more. HELP members have the opportunity to save, on average, over \$2,000 per year. HELP Perks can save you enough to pay for your membership for years to come.

### RECEIVE EXCLUSIVE DISCOUNTS

Access your members-only discounts in categories such as:

### What Members Are Saying:



Apparel



Insurance & Protection

"HELP Perks pays for my membership!"  
-Linda S.



Automotive



Office & Business

"I received 8% off my Verizon cell phone bill!"  
-Michael W.



Books, Movies, Music



Real Estate & Moving

I saved 30% on movie tickets on date night with my husband. -  
Janet P.



Cell Phones



Sports & Recreation



Electronics



Tickets & Entertainment



Finance



Travel

Enjoy preferred member pricing on some of your favorite brands and services.



AND MANY MORE!



To sign up, simply login at [helplac.org](http://helplac.org), scroll down, and click **Membership Discounts Icon**. If you don't already have an account, follow the simple signup instructions on the screen.

These benefits are for HELP members. All offers or promotions are subject to change without notice.

# HOW TO BEST PREPARE FOR A PERFORMANCE REVIEW MEETING



Maya is a software engineer at a large corporation. She sips her morning tea and tries to calm her nerves. It's that time of the year when performance review meetings are approaching. She's feeling anxious knowing her performance over the past year will be evaluated. She wants to ensure she's prepared to discuss her achievements and areas for improvement with her manager.

Performance review meetings are a critical aspect of any employee's professional journey. They provide a platform for evaluating past performance, setting goals for the future, discussing career development, and more. However, the prospect of being reviewed can often make employees feel anxious and unprepared.

To make the most of it, it's crucial to prepare for performance review meeting in advance. You want to come across as a proactive employee, dedicated to achieving success for both – yourself and the company. That's why it's essential to prepare for the meeting ahead of time, so you can showcase your strengths, address any challenges, and set yourself up for continued growth and success.

If, like Maya, you're looking for advice on how to best prepare for performance review meeting, this article is the perfect resource!



## Tips to best prepare for an upcoming performance review meeting



### 1. Conduct a self-assessment

Before your performance review meeting, conducting a thorough self-assessment is essential. This will help you identify your strengths and weaknesses, set realistic goals, and prepare for the meeting effectively.

To conduct an effective self-assessment, make sure you follow these steps:

1. Review your job description and performance goals: Before you begin, it's important to know what's expected of you in your current role. Review your job description and

- performance goals to understand your responsibilities and objectives clearly.
2. Analyze your achievements and challenges over the past cycle: Take the time to reflect on your work over the past cycle. Identify your successes and accomplishments and any challenges or obstacles you faced.
  3. Identify areas for improvement and development: Consider the feedback you've received from colleagues and managers. Think about any areas where you can improve your skills or knowledge to perform better in your current role.
  4. Consider your long-term career goals: Where do you see yourself in the future? What steps can you take now to achieve those goals? What support or assistance can your company provide to help you achieve your goals?

You'll be better prepared to discuss your performance and contributions during the meeting by conducting an honest self-assessment.

## 2. Gather feedback

Seeking input from colleagues and managers can provide valuable insights into your performance and help you identify areas for improvement. Actively soliciting feedback demonstrates your willingness to listen, learn and grow. It's also an important aspect of the [performance review process](#).

There are several ways to gather feedback, including:

**Soliciting feedback from colleagues:** Reach out to colleagues who have worked closely with you over the past cycle and ask for their feedback. This can include peers, subordinates, and other managers. You can request feedback on specific projects or tasks as well as overall performance.

**Request feedback from your manager:** Your manager is the primary person responsible for evaluating your performance. Ask them for specific feedback on your performance over the past cycle. Also, check what they see as areas where you can improve performance. In conversation, you can also discuss your career development goals and any opportunities for growth within the organization.

**Use feedback tools:** Many companies use feedback tools to collect feedback from employees. These tools can include surveys, questionnaires, and other feedback mechanisms. If such tools are available to you, you can use them to collect feedback on specific projects or tasks and overall performance.



Once you've gathered feedback, analyze it and use it effectively. Start by organizing the feedback into categories like strengths, weaknesses, and areas for improvement. Look for common themes or patterns that emerge.

Identify specific actions you can take to address areas for improvement and leverage your strengths. For example, if several colleagues have commented that you could improve your communication skills, consider joining a workshop or course to develop your communication skills further. Then prepare an improvement plan.

By gathering and using feedback effectively in advance, you'll be better prepared to discuss your performance holistically during the performance review meeting.

### **3. Prepare for goal-setting:**

Goal setting is a crucial step in your performance review meeting. It helps you clarify your goals and align your performance with the company's objectives, ensuring you work towards a common goal.

To ensure your goals align with the company's objectives and are SMART, follow these tips:

Ensure your goals are SMART: Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals. Ensure that your goals are clear, focused, and have a deadline. This is essential to keep you on track.

Set challenging but achievable goals: Your goals should stretch and challenge you, but they should also be achievable so that you can make significant progress.

Align your goals with company objectives and priorities: This will ensure that your work contributes to the organization's overall success.

Develop a plan to track progress towards your goal: This is essential. Tracking your progress will help you identify any issues early on and allow you to adjust as necessary.

This will ensure that you contribute to the organization's success while achieving your personal goals.

### **4. Communicate effectively:**

Effective communication is critical to making the most of your performance review meeting. Not only does it allow you to communicate your achievements and challenges to your manager, but it also

ensures that your manager clearly understands your contributions and areas for improvement.



Use these tips to communicate effectively during your meeting:

**Prepare talking points and supporting evidence in advance:** To ensure that you cover everything you want to discuss during the meeting, it's essential to prepare it. This may include examples of your achievements, feedback from colleagues or clients, or any challenges you've faced and how you overcame them.

**Detail your achievements and challenges clearly and concisely:** During the meeting, it's important to use clear and concise language to explain your accomplishments and challenges. Only use terms or abbreviations that you're sure your manager will understand.

**Provide specific examples to illustrate your points:** When discussing your achievements and challenges, it's essential to provide specific examples to illustrate your points. This helps

demonstrate the impact of your contributions and provides context for your manager.

Listen actively to your manager's feedback and questions: It's important to listen actively to your manager during the meeting. This demonstrates your value for their input and shows you're open to constructive criticism.

Stay calm and confident: You may receive unexpected or critical feedback. Don't let that upset you.

Maintain a professional demeanor and avoid becoming defensive or argumentative.

The performance review meeting is an opportunity to learn, improve and grow. Approach it with a positive attitude and a willingness to improve. Communicate effectively to better convey your contributions and value to the organization and develop a plan for future growth and development.

## **5. Leverage the meeting for career development:**

The performance review meeting is not just about discussing your past performance but also discussing your career development. It's an excellent opportunity to talk to your manager about your career aspirations and potential opportunities for growth within the organization.

Here are some tips for leveraging your performance review meeting for career development:

Discuss your long-term career goals and aspirations: Share with your manager where you see yourself in the long term, the skills you want to develop, and the types of roles you would like to have.

Request feedback on your potential for growth and development: Your manager is in a perfect position to advise you on your potential for growth and what areas you need to work on to achieve your career goals.

Identify opportunities for training and development: Work with your manager to identify training and development opportunities to help you achieve your goals.

Demonstrate your value to the organization and your potential for future growth: Discuss your contributions at work and how they've added value to the company. Highlight how you've demonstrated potential for future growth.

Negotiate for a promotion or raise, if appropriate: If you've met or exceeded expectations, you can discuss the possibility of a promotion or raise with your manager.

Make the most of your manager's undivided attention to leverage the meeting for your career development. This will help you stay on course to achieve your long-term goals.

## 6. Turn feedback into growth opportunities:

In some cases, the performance review meeting may include critical or unexpected feedback. It's essential to respond to this feedback professionally and constructively and to develop an improvement plan.

Here's how you can respond to [challenging feedback](#) during the meeting:

**Stay calm and composed:** Remain calm, even if the feedback is difficult to hear. Avoid becoming defensive or emotional.

**Listen actively to the feedback and ask clarifying questions:** Pay attention to what is being said and seek clarification if you need help understanding something. Repeat what you've heard to ensure you fully understand the feedback in its intended context.

**Acknowledge the feedback and take responsibility for your actions:** Demonstrate that you're taking feedback seriously by acknowledging it and taking responsibility for your actions. Avoid making excuses or placing blame.

**Develop a plan for improvement:** With your manager, create a plan for improvement, including specific goals and deadlines. Discuss any resources or support you may need to achieve them.

**Follow up:** Keep your manager informed of your progress towards your goals. Share any successes or challenges you encounter and seek feedback and guidance as needed.

Use all feedback as an opportunity to learn and improve your performance and to demonstrate your commitment to the job and your team.

## Conclusion:

In summary, the performance review meeting is an opportunity to showcase your accomplishments, address any challenges, and plan for continued growth. By conducting a thorough self-assessment, gathering feedback from others, and preparing for goal-setting, you can make the most of this opportunity.

Remember that your performance review isn't just about evaluating past performance but also setting a roadmap for future success. With proper preparation and a [growth mindset](#), you can use the performance review meeting as a valuable tool to advance your career and achieve your goals.

---

