Performance Development Plan

A Supervisor's Guide

Background

- The University remains committed to an employee review process in which employees receive a Performance Development Plan each year.
- Human Resources will notify supervisors each June that reviews are due for their employees.
- The review period is July 1 through June 30.

Why Conduct the Performance Development Plan?

- As a supervisor, conducting an annual review is one of your most important responsibilities. • It provides documentation of performance.
- It provides documented feedback you had with your employee throughout the year.
- It emphasizes dedicated time with your employee to discuss at length your assessment of performance over the past year and goals that you both have for the coming year.
- It allows for the identification of opportunities for training and development relative to goal attainment and performance enhancement or correction.
- It fosters an honest working relationship as it is a documented place for you to provide recognition of work well done, but to also point out where there were concerns with performance.

Preparing to Complete Your Employee's Review

- There should be no surprises in the review as a dialogue between you and the employee should be taking place during the entire review cycle.
- The review is a year-long process that begins the first day following the last review.
- Throughout the year, keep a file on your employee's performance which gives you information on his/her performance reflective of the entire review period.
- Since you are trying to guide performance, you want to identify specific behaviors and accomplishments you want repeated and those you do not.
- Employees, even if their performance is below expectations, will be more accepting if there are specifics.

Who Should Complete the Review

- The employee should complete their self-assessment first.
- You, as the employee's direct supervisor, are responsible for completing the review.
- If the employee directly reports to more than one supervisor, one review should be completed by all supervisors.
- If an employee changed positions during the previous year, the current supervisor(s) should complete the review with input from the previous supervisor(s).

COMPLETING THE PERFORMANCE PLAN (recommended process)

1. **Accessing the PDP form** – The form can be accessed from the Human Resources website under "Forms." Save a copy of the form retitled with the employee's name and the year of the review. If you need assistance in completing any section, please contact Human Resources at hr@rider.edu.

2. **Section A - Employee Identification (Part 1)** – This information should be available if the employee had a review last year.

3. **Section A - Major Job Responsibilities (Part 2)** – This information is available from the employee's job description. Please review this information to be sure it is still accurate and notify Human Resources of any changes.

4. **Section A - Goals from Past Performance Cycle (Part 3)** – This information is available on your employee's last year's review (Part 11). For new employees who may not have had goals established, you need to meet to mutually determine goals that were attempted this past year.

5. **Section B - Employee's Self-Appraisal (Part 4)** – Forward the partially completed form (excluding your assessment) as an attachment to your employee, asking for Part 4 to be completed. Give the employee a deadline to complete this section and return it to you via email.

6. **Section C – Definition of Competency Assessment Terms (Part 5)**

   • **Quality of Work:** Displays accuracy, thoroughness, quality of end results; commits to continual improvement and problem prevention; uses judgment to identify and resolve issues.

   • **Quantity /Timeliness of Work:** Accomplishes appropriate level of work; meets commitments on schedule.
   • **Job Knowledge:** Effectively uses expertise in specialized field of work; exercises new information and skills; understands work responsibilities and job tasks; keeps current in field
   • **Initiative:** Works independently and anticipates and meets organizational needs; persists in seeking solutions to problems both within and beyond areas of direct responsibility.
   • **Innovation:** Offers creative suggestions for improvement and develops new and unique approaches to work processes and products; uses technology to enhance efficient and effective job completion.
   • **Communication Skills:** Understands and communicates clearly in written and oral communication; keeps supervisor and others informed.
   • **Attitude/Effective Relations:** Exhibits positive and professional attitude toward internal and external customers and associates; accepts change and new responsibilities willingly; builds external and internal bonds; respects diversity; adheres to and complies with University policies and procedures.
   • **Leadership**: Identifies new programs and opportunities; establishes goals, vision, direction and strong support among team members.
   • **Teambuilding:** Shares and builds knowledge across team; coaches and mentors other team members.

7. **Section C - Competency Assessment (Part 6)** – Rate each of the competencies relative to "Major Job Responsibilities" and "Goals from Past Performance Cycle."

8. **Section C - Professional Strengths and Significant Accomplishments (Part 7)** – Describe the employee's strengths and accomplishments over the past review period using specific examples.

9. **Section C - Areas for Development (Part 8)** – Describe the employee's areas for development using specific examples with particular emphasis on those categories marked "Needs Improvement" or "Unacceptable."

10. **Section D - Overall Performance Assessment (Part 9)** – Taking into consideration the ratings, strengths, accomplishments, and areas for development, determine the employee's overall performance rating. You may supplement this rating with an additional narrative.

NOTE: If you are giving an overall rating of "Needs Improvement" or "Unacceptable," you must contact Human Resources before you give the employee the review.

11. **Scheduling the Meeting** – Set a mutually convenient time to meet with your employee to discuss the review. One to two days prior to the meeting, give a copy of the review to your employee.

12. **Meeting with the Employee** – There are two purposes for the meeting. First, is to discuss the previous year. In doing so, you should allow the employee to explain his/her self-evaluation. Agree or disagree as appropriate with specific reasons/examples. Compliment effective and exceeding performance and note needs improvement and/or unacceptable. Be sure to present facts and documentation for both. Second, you and your employee should discuss and agree on goals for the upcoming year.

13. **Section E - Employee's Comments (Part 10)** – At the conclusion of the meeting, you should email a copy of the review to the employee for his/her comments.

14. **Section E - Goals for Next Performance Cycle/Plans for Improvement (Part 11)** – The employee should complete this section based on your discussion and agreement on goals during the meeting. It is important to remember that goals should be:
    a. Based on general parameters of the job's requirements; however, stretch goals are acceptable and encouraged:
    b. Tied to Institution and Division Strategic Plans;
    c. Specific, Measurable, Agreed Upon, Realistic and Trackable; and
    d. Defined with checkpoints throughout the year where you and the employee can evaluate their progress.

15. The employee then **returns** the form to you via email which will give you an opportunity to finalize goals.

16. **Signatures** – Print a copy of the form for the employee to review, sign and date. You then sign and date the PDP, sending the original to Human Resources. A copy should be given to the employee and also

retained for your files.

Below are the ratings you will use throughout the review

Exemplary – Performance far exceeds expectations. Makes contributions marked by distinction and excellence, which results in a significant move forward in meeting University objectives.

Accomplished – Occasionally exceeds job expectations. Consistently carries a full workload, fulfills job requirements in all areas and contributes to University goals.

Meets Expectations – Fulfills job requirements at an expected level and carries an acceptable workload.

Needs Improvement – Meets minimal expectations but needs improvement in some areas. Employee carries an adequate workload.

Unacceptable – Fails to meet minimal expectations and fails to carry an adequate workload.

RECOMMENDED DO'S AND DON'TS

Do

- Acknowledge the employee for their significant accomplishments and for meeting their goals
- Focus only on the facts
- Ensure your facts are documented
- Provide developmental expectations, resources and examples
- Remain objective – Facts Only
- Develop goals that are obtainable and will assist with meeting the overall goals of your department
- Review last year's PDP to see if there are any patterns, specifically in the areas of "Needs Improvement." Or "Unacceptable"

Don't

- See the employee as inherently good and ignore evidence that might suggest otherwise in areas of improvement
- Give middle of the road ratings regardless of actual performance
- Use feedback that is not documented and/or falls outside of the performance cycle
- Be fearful of the employee's reaction. PDP's are formed to help the employee develop and be consistently successful
- Follow a set of standards too strict so that goals are not obtainable
- Base an assessment strictly on recent events, not considering the entire evaluation period
- Be subjective – Facts Only

• Skip a review cycle – in the absence of a review an employee has no information on performance and no clear direction moving forward

KEEP TO THE DOCUMENTED FACTS

Please contact Human Resources at hr@rider.edu for assistance.