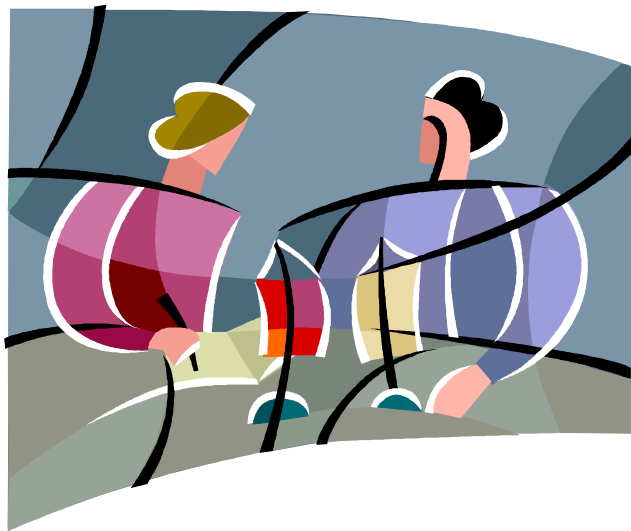




PERFORMANCE DEVELOPMENT PLAN

A SUPERVISOR'S GUIDE



June 2014

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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.
- All reviews are due to Human Resources no later than September 15.

Why Conduct the Performance Development Plan?

- Conducting an annual review is one of your most important responsibilities.
- 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 chance for you to provide recognition of work well done, but to also point out where there were concerns with performance.
- It provides documentation of performance.

Preparing to Complete Your Employee's Review

- 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 will give you information on his/her performance reflective of the entire review period.
- Because 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 it is a poor review, will be more accepting if there are specifics.
- 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.

Who Should Complete the Review?

- You, as the employee's direct supervisor, are responsible for completing the review.

- If an 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 Development Plan (recommended process)

Step 1 – Accessing the 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 ext. 7285.

Step 2 – Employee Identification (Part 1) – This information is available on your employee’s last year review.

Step 3 – Major Job Responsibilities (Part 2) – This information is available from the employee’s Individual Position Documentation (IPD). Please review this information to be sure it is still accurate and notify Human Resources of any changes.

Step 4 – Goals from Past Performance Cycle (Part 3) – This information is available on your employee’s last year 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.

Step 5 – Employee’s Self-Appraisal (Part 4) – Forward the partially completed form as an attachment to your employee, asking that Part 4 be completed. Giving the employee a two week deadline to complete this section and return to you via email is a reasonable request.

Definition of Terms (Part 5) –

Following are the ratings you will use throughout the review.

Exemplary – Performance far exceeds expectations. Makes contributions marked by distinction and excellence, which result 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.

NOTE: Two weeks is a reasonable timeframe to complete Steps 6 through 9.

Step 6 – Competency Assessment (Part 6) – Rate each of the competencies relative to “Major Job Responsibilities” and “Goals from Past Performance Cycle”.

Step 7 – Professional Strengths and Significant Accomplishments (Part 7) – Describe the employee’s strengths and accomplishments over the past review period using specific examples.

Step 8 – 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”.

Step 9 – 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.

SPECIAL 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.

Step 10 – Scheduling the Meeting – Set a mutually convenient time to meet with your employee to discuss the review. Two days prior to the meeting, give a copy of the review to your employee.

Step 11 – 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 good performance and note poor performance, being sure to present facts and documentation for both. Secondly, you and your employee should discuss and agree on goals for the upcoming year.

Step 12 – 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.

Step 13 – 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:

- Based on the general parameters of the job’s requirements; however, stretch goals are acceptable and encouraged;
- Tied to Institution and Division Strategic Plans;
- Specific, Measurable, Agreed Upon, Realistic and Trackable; and

- Defined with checkpoints throughout the year where you and the employee can evaluate the his/her progress.

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

Step 14 – **Signatures** – Print a copy of the form for the employee to review, sign and date. You then sign and date the form, sending the original to Human Resources. A copy should be given to the employee and also retained for your file.

Note: The entire review process should take no more than six to eight weeks.

Top 10 Review Errors Supervisors Make

1. **Halo Effect** – seeing the employee as inherently good and ignoring evidence that might suggest otherwise.
2. **Horns Effect** – forming an impression that the employee is bad and is unreasonably harsh in assessing the employee.
3. **Central Tendency** – giving middle of the road ratings regardless of actual performance.
4. **Using Generalities** – not utilizing documentation gathered over the last review cycle to specifically note accomplishments or areas of improvement.
5. **Evaluation Inflation** – giving an evaluation above what it should be because of a fear of the employee’s reaction.
6. **Leniency Error** – wanting to be liked and purposely rating very liberally, ignoring or down playing problem areas.
7. **Severity Error** – following a set of standards too strict so that goals are not obtainable.
8. **Timing or Recency Error** – Basing an assessment too heavily on recent events, not taking into account the entire evaluation period.
9. **Positive and Negative Stereotyping** – prejudging the employee without regard to actual performance.
10. **Not Completing the Review** – in the absence of a review an employee has no information on performance and no clear direction moving forward.

Outstanding Achievement Award

The purpose of the Outstanding Achievement Award is to recognize employees who have made a significant contribution that has furthered the Vision and Mission of the University.

Criteria

The recommendation covers work performed during the period July 1 – June 30. No more than 15% of the employees in a Division may receive this award in any given year. For an employee to be eligible s/he must:

1. Be employed by the University at least one full year;
2. Achieve an overall rating of “Accomplished” or higher on the Performance Development Plan; and
3. Be employed by the University at the time of the Award.

The employee must have:

1. Furthered the Vision and Mission of the University by providing a unique contribution during the past year in support of the institutional mission; or
2. Furthered the Vision or Mission of the department through program development, design or implementation; or
3. Provided exemplary service beyond the high standards already expected of Rider employees.

The contribution must have been achieved by exhibiting one or more of the following institutional values:

1. Student-centeredness;
2. Creativity and innovation;
3. Diversity and community;
4. Collaboration and partnerships;
5. Continuous planning, assessment and stewardship of institutional resources.

Process

1. Supervisor completes the Performance Development Plan for the employee.
2. Supervisor completes the Outstanding Achievement Award Recommendation which can be found on the Human Resources website under “Forms” being sure to relate the achievement to the above requirements.
3. Supervisor forwards the form to the Division Head for approval.
4. Division Head reviews and approves no more than 15% of the employees in his/her Division.
5. Division Head forwards to Human Resources for review.
6. Human Resources notifies the supervisor after completing its review.
7. Supervisor notifies the employee of this distinction.

NOTE: All recommendations must be received by Human Resources no later than September 15