

CENTRAL WASHINGTON UNIVERSITY

Performance and Development Plan (PDP) Instructions

The Performance and Development Plan (PDP) is a tool to support effective employee performance management. It is formatted to facilitate both performance planning and feedback at the end of the performance period. The PDP has the following sections:

- Preliminary Data including division/department mission
- Job Performance (Expectations and Ratings)
- Key Competencies (Expectations and Ratings)
- Training and Development Opportunities
- Organizational Support
- Signature Sections

Instructions for using the PDP are outlined below. Additional guidance can be found in the [PDP User's Guide](#). Your HR Representative is also available to help you complete the PDP form for your staff.

Complete the following sections at the BEGINNING of the performance cycle

Preliminary Data

- Update the existing position description form (with input from the employee as appropriate), if needed.
- Complete the data section at the top of the PDP form.
 - Type of Plan – Indicate whether the evaluation period is probationary/trial service period or an annual evaluation period.
 - Evaluation Dates
 - If this is an annual evaluation, the dates listed should be a full 12 months. NOTE: If your department has a standardized evaluation period, the dates may need to be adjusted to a shorter (or slightly longer) period to get this employee on the correct cycle.
 - If this is a probationary or trial service period for a civil service employee, the evaluation period should begin on the date of hire into the position and continue through the next six months. (HR may have already worked with you before the hire on a longer probationary or trial service period. If so, list the longer period.)
 - ID Number and Position/Class title – your department secretary should know this information or ask your HR Rep if you are unsure.
- State your unit's mission and indicate how the employee's position links to that mission. Request input from or involvement of the employee as appropriate
- The performance management process must be done annually. (Special rules apply for civil service employees in probationary, trial service or transition review status; contact your HR Representative.) The supervisor determines timing of the evaluation process.

Although the employee should have input, the supervisor ultimately determines performance expectations. Typically, expectations noted in the PDP are limited to those that are critical or key to successful job performance. The PDP calls for two categories of performance expectations: Job Performance Expectations and Key Competencies Expectations.

Job Performance – Expectations and Ratings

Job Performance Expectations refer to the "what" of the job. Based on the primary areas of responsibility identified in the position description (PD), what are the most important outputs or outcomes expected during the performance period? These expected results should be stated in measurable or observable terms, to the degree possible. Examples and further guidance are provided in the PDP User's Guide. The job performance expectations for supervisors includes the requirement to provide performance expectations at the beginning of the evaluation period and to complete a performance evaluation at the end of the evaluation period for each subordinate employee.

Key Competencies – Expectations and Ratings

Key **Competencies Expectations** refer to the “how” of the job – the behavior that the employee engages in when carrying out the “what” of the job. Competencies are those measurable or observable knowledge, skills, abilities, and behaviors critical to success in a key job role or function. Key competencies that are specific to the job should be included. Competencies that are core to the organization may also be included in this section. Examples of [performance management competencies](http://hr.dop.wa.gov/Guidance/competencies/PerfMgmtCompExamples.doc) can be found on the HR web site. Additional examples can be found at <http://hr.dop.wa.gov/Guidance/competencies/PerfMgmtCompExamples.doc>

Please call your Human Resources Representative if you have questions or need assistance developing key competencies.

Training & Development Opportunities

This section identifies training and development necessary for the CURRENT job (in order to achieve or sustain fully successful job performance) as well as opportunities for career advancement. Several training programs that need completion at various times are already listed on the form. Please call your Human Resources Representative if you have questions or need assistance regarding required training programs.

Organizational Support (Optional)

The Organizational Support section is optional and is to be completed by the employee only. It is an opportunity for the employee to give the supervisor suggestions as to what other support the employee feels he/she needs to be successful.

Acknowledgement of Expectations

Acknowledgement of Expectations (Initial Phase):

Once the above steps have been completed, the initial expectations have been established and the performance planning phase has been completed the supervisor and employee sign the PDP. The supervisor retains the original form, provides a copy to the employee, and sends a copy of the form to Human Resources. Please check with your department head to determine if others within your organization (e.g. appointing authority) also need a copy of the PDP at this point in the process.

It is suggested that you schedule at least one interim and the final evaluation session so that the time is reserved on everyone's calendar.

Complete the following sections during each performance REVIEW session

Outcomes

Interim Reviews

Supervisors of civil service employees in a probationary, trial service, or transition review period must complete an interim review (the “Outcomes” column) before the end of the third month of the probationary, trial service or transition review period. The interim review (“Outcomes” section) for all other employees is an optional section that may be used during the course of the performance period to adjust performance expectations if circumstances change, and/or to document interim feedback sessions.

During the interim review sessions, review and/or update the position description as necessary. In the heading of the PDP form, indicate the type of review – probationary or trial service or annual. Discuss with the employee about how he/she is or is not meeting the expectations previously established. If there are performance deficiencies, remind the employee of earlier conversations when those deficiencies were discussed at the time that they occurred providing specific examples when possible.

Once the interim review has been completed, the supervisor retains the original, provides a copy to the employee, and sends a copy to Human Resources. Please check with your department head to determine if others within your organization (e.g. appointing authority) also need a copy of the PDP at this point in the process.

End-of-Period Ratings

Final Review Session

The final performance review is to be completed at the end of the performance period. If the final review had not been pre-scheduled at the time the expectations were established, the supervisor schedules a performance feedback session with the employee. The process for the final review is very similar to that of the interim review (above) except the ratings section (the third column in the Expectations and Ratings section) is completed.

The ratings are:

- Exceeds Expectations (E)
- Meets Expectations (M)
- Needs Improvement (NI)
- Unsatisfactory (U)]

EXCEEDS EXPECTATIONS

Consistently exceeds all performance expectations/objectives; within the project deadline, regularly produces results that are greater than anticipated. Highly skilled in relation to the technical aspects of the job.. Meets difficult challenges eagerly and with minimal questions. Demonstrates sound judgment and decision making abilities. Fully qualified to perform job duties without direction.

MEETS EXPECTATIONS

Consistently meets all job expectations in a reliable and professional manner; occasionally exceed performance expectations or objectives. Willing to accept difficult challenges but does not seek them out. Fully qualified to perform job duties with direction.

NEEDS IMPROVEMENT

Meets most job expectations and but occasionally exhibits unsatisfactory performance. Demonstrates a willingness to complete and perform job duties but requires an excessive amount of direction and supervision.

UNSATISFACTORY

Has not consistently met job expectations and demonstrates unsatisfactory performance. Has not successfully performed tasks of this expectation. Immediate improvement and further development must be demonstrated. Does not perform in a reliable and professional manner.

Suggested Process – applicable for both Interim and Final review sessions

Prior to each scheduled session, the supervisor and employee separately assess the employee's performance and review the position description for necessary/suggested revisions.

The employee and supervisor share with one another their draft performance assessments. These responses should be based on observed or verified performance. The aim of the feedback session is to have an open and constructive discussion that leads to an understanding of how well the employee did in meeting expectations during the course of the performance period. A key part of any performance feedback session is that there should be no surprises – supervisors and employees should be discussing performance (good and bad) throughout the performance evaluation period.

For each Job Performance Expected, the discussion should include the degree to which the expected outcomes were accomplished. For each Key Competency Expected, the discussion should address how well and/or how frequently the employee demonstrated the competencies during the period. As mentioned above, specific examples should be used and the discussion should be a summary of performance (good and bad) that had not previously been discussed.

Space is also provided to insert other relevant information. Examples include special achievements, comments about strong performance under unanticipated difficult circumstances, etc.

Signatures (For performance assessment phase)

The supervisor prepares the final form and shares it with the employee. Both sign the final PDP. The form is then forwarded to the reviewer (second line supervisor) whose signature indicates that the process has been

appropriately followed. The form should, then, be returned to the supervisor who provides the employee a copy and sends the original to Human Resources where it is placed in the employee's personnel file.

Next Steps

Congratulations – you have completed an entire cycle of the performance and development process. A new performance cycle begins at this point. The supervisor now makes arrangements to prepare a new PDP (performance expectations plan) for the upcoming performance period.