



## Pay & Performance Questions and Answers

**Q. Will self-assessment be part of the evaluation process?**

**A.** Yes, self-assessment will be required for all University management staff. Managers may also choose to use the self-assessment as part of the evaluation for their staff members. The self-assessment provides an opportunity to give feedback relative to key accomplishments, challenges and developmental needs from the perspective of the staff being evaluated.

**Q. Will staff have access to the definitions for performance ratings?**

**A.** Yes. Staff will have access to the performance rating's definitions on the Pay & Performance web site at <[www.hr.duke.edu/pep/performance\\_levels.html](http://www.hr.duke.edu/pep/performance_levels.html)>. Performance rating definitions will also be included in the "Staff Briefing Presentation" that managers can share with their employees in staff meetings and other forums.

**Q. If several people have the same position (e.g. business analyst), will the program allow you to have different goals for someone who has been in the position for 1 year vs. 10 years?**

**A.** Yes. Performance goals are established annually for individual staff in section 2A of the PEP form and may differ depending on the individual or the department's business needs. The performance goals need to have a description of the goal and measures or targets to confirm whether the goal is successfully achieved by the individual.

**Q. Who reviews and approves performance ratings once they are submitted?**

**A.** The distribution of performance ratings and related performance-based salary increases will be reviewed by appropriate leadership prior to manager discussions with staff.

**Q. Do all managers and all schools/departments have to participate in the Pay & Performance program?**

**A.** Annual performance planning and evaluation is an expected performance goal for every manager across the University and Medical Center. Performance management is a guiding behavior for those who supervise staff members and will be part of their evaluation at the end of the year. The behavioral performance goal is defined as follows:

- Take the time to effectively plan and evaluate performance, provide feedback, recognition and coaching, and develop employees to be their personal best at Duke.

**Q. Since the Needs Improvement rating could apply to someone who was new in a position or someone who was not performing up to expectations, would the pay increase be the same for both?**

**A.** The ability to differentiate pay for new staff members will be based on their level of competency in learning and mastering the responsibilities for the job. If the staff member is new in a position and has not mastered their job and fully demonstrated the required competencies of the position, a Needs Improvement rating would be appropriate. However, if the new staff member has mastered their job and fully demonstrated the required competencies, a Needs Improvement performance rating would not be applicable.