

PERFORMANCE PLANNING AND REVIEW MANAGEMENT FORM

Staff member

Duke Unique ID #

Supervisor/Manager:

Duke Unique ID #

Planning Date

Mid-Year Review Date

Evaluation Date

PERFORMANCE PLANNING AND REVIEW

GENERAL INSTRUCTIONS:

The following basic definitions of the rating scale are provided as guidelines:

Exceeds Expectations	Performance clearly and consistently exceeds communicated performance requirements. Contributes to organization's success well beyond job requirements. Contributes unique, innovative, and workable solutions to projects/problems. Achievements and abilities are obvious to subordinates, peers, managers, and customers.
Fully Achieves Expectations	Performance consistently meets the requirements, standards, or objectives of the job. Occasionally exceeds requirements. Results can be expected which are timely and accurate with minimum supervision. Recognizes, participates in, and adjusts to changing situations and work assignments. "Fully Achieves Expectations" describes solid, fully competent performance.
Needs Improvement	Performance does not consistently meet the requirements, standards or objectives of the job. Needs improvement in one or more areas of consistent weakness. Problem areas should be monitored and documented. Requires guidance and direction to fully achieve/accomplish responsibilities and objectives. Improvement is required for staff member to fully achieve expectations.
Unsatisfactory	Staff members must have been counseled regarding unsatisfactory performance to receive this rating. Performance is consistently below requirements and is Unsatisfactory. Performance meets few or none of the standards/objectives. Shows failure to follow directions and initiate improvement. Knowledge inadequate to retain in job without improvement. Corrective action must be outlined and monitored. Unsatisfactory is a rating that a staff member should not receive twice.

SECTION 1 - ONGOING JOB RESPONSIBILITIES, OBJECTIVES and STANDARDS

1. Job Responsibility/Objective: { %}

Standard Expected:

Performance Evaluation Comments:

Performance Rating: (Check one.)

Unsatisfactory	Needs Improvement To meet Expectations	Fully Achieves Expectations	Exceeds Expectations
[]	[]	[]	[]

2. Job Responsibility/Objective: { %}

Standard Expected:

Performance Evaluation Comments:

Performance Rating: (Check one.)

Unsatisfactory	Needs Improvement To meet Expectations	Fully Achieves Expectations	Exceeds Expectations
[]	[]	[]	[]

3. Job Responsibility/Objective: { %}

Standard Expected:

Performance Evaluation Comments:

Performance Rating: (Check one.)

Unsatisfactory	Needs Improvement To meet Expectations	Fully Achieves Expectations	Exceeds Expectations
[]	[]	[]	[]

4. Job Responsibility/Objective: { %}

Standard Expected:

Performance Evaluation Comments:

Performance Rating: (Check one.)

Unsatisfactory	Needs Improvement To meet Expectations	Fully Achieves Expectations	Exceeds Expectations
[]	[]	[]	[]

Add more as needed

SECTION 2 - PERFORMANCE VALUES

Describe the performance on each Performance Factor. Determine the appropriate performance level based on the definitions for each rating category contained in the PPS Guide. For the Performance Evaluation, check the box next to the applicable rating. At the end of Section 2, determine a “Combined Rating” for this section. All six Performance Values are of equal weight with a cumulative total of 50%.

Customer Service:

Unsatisfactory

[]

Actively resists recognizing the importance of service. Consistently shows lack of concern and courtesy. Fails to offer assistance in response to service needs. Has been counseled regarding service orientation.

Needs Improvement To meet Expectations

[]

Not fully aware of the importance of service. Often shows lack of concern and courtesy. Sometimes offers assistance in response to service needs. Has received guidance regarding service orientation.

Fully Achieves Expectations

[]

Consistently demonstrates concern and courtesy for service. Uses effective interpersonal skills. Effectively identifies service needs and responds appropriately.

Exceeds Expectations

[]

Productively addresses, prioritizes, and responds to service needs. Identifies opportunities to enhance service practices. Evaluates and monitors service orientation. Teaches others how to deal effectively and positively to meet service requirements.

Performance Evaluation Comments:

Dependability:

Unsatisfactory

[]

Takes excessive unscheduled absences or is excessively tardy. Fails to complete assigned tasks efficiently. Does not use resources effectively. Has been counseled regarding dependability.

*Resources includes time, materials and equipment.

Needs Improvement To meet Expectations

[]

Frequently takes unscheduled absences or is frequently tardy. Often fails to complete assigned tasks efficiently. Sometimes does not use resources* effectively. Has received guidance regarding dependability.

Fully Achieves Expectations

[]

Follows attendance and punctuality policy. Can be counted on to complete assigned tasks in an efficient manner. Works well under pressure. Uses resources* effectively.

Exceeds Expectations

[]

Rarely or never takes unscheduled absences. Rarely or never tardy. Prioritizes and completes assigned tasks in a highly efficient manner. Maintains high degree of accuracy and creativity under pressure. Takes initiative in using resources* effectively. Actively sets priorities and adjusts easily to unscheduled situations.

Performance Evaluation Comments:

Continuous Improvement:

Unsatisfactory []	Needs Improvement To meet Expectations []	Fully Achieves Expectations []	Exceeds Expectations []
Fails to cooperate in initiatives to improve work processes. Has been counseled about continuous improvement.	Sometimes cooperates or participates in initiatives to improve work processes. Has received guidance regarding continuous improvement.	Cooperates and participates in improving work processes in the work environment. Demonstrates flexibility in response to new or improved work processes.	Shows initiative by making suggestions that lead to improved work processes. Always looks for creative and better ways of doing things.

Performance Evaluation Comments:

Diversity:

Take full advantage of the rich backgrounds and abilities of all. Recognize and value differences. Seek inclusiveness. Consider and honor differing points of view.

Unsatisfactory []	Needs Improvement To meet Expectations []	Fully Achieves Expectations []	Exceeds Expectations []
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Performance Evaluation Comments:

Trustworthiness:

Demonstrate high integrity, truthfulness and ethics. Words and behaviors are consistent and reflect the highest ethical standards. Listen and speak with honesty, openness, and respectfulness. Keep promises and follow through on commitments.

Unsatisfactory []	Needs Improvement To meet Expectations []	Fully Achieves Expectations []	Exceeds Expectations []
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*Safety includes safety standards and crime prevention.

Performance Evaluation Comments:

Teamwork:

Foster positive work relationships through an inclusive team approach. Create an environment for stretching beyond what was thought possible. Seek input and involvement of those affected by decisions. Accept responsibility and accountability. Place team goals above personal goals.

Unsatisfactory
[]

**Needs Improvement To
meet Expectations**
[]

**Fully Achieves
Expectations**
[]

**Exceeds
Expectations**
[]

Performance Evaluation Comments:

Learning:

Work, learn and strive for excellence together, sharing successes and mistakes. Expect and encourage continuous learning. Create opportunity for individual and group learning, and learning that crosses organizational boundaries. Recognized that no one has all the answers.

Unsatisfactory
[]

**Needs Improvement To
meet Expectations**
[]

**Fully Achieves
Expectations**
[]

**Exceeds
Expectations**
[]

*Safety includes safety standards and crime prevention.

Performance Evaluation Comments:

Respect:

Regard, value and recognize the needs and perspectives of others. Actions, decisions, and policies should promote equity. Regard and value contributions and recognize accomplishments. Display interest in, and contribute to others' well-being.

Unsatisfactory
[]

**Needs Improvement To
meet Expectations**
[]

**Fully Achieves
Expectations**
[]

**Exceeds
Expectations**
[]

Performance Evaluation Comments:

Combined Ratings for sections 1 and 2

Section 1 Combined Rating for Ongoing Job Responsibilities, Objectives and Standards

Determine “Combined Rating” for Section 1 and check appropriate box below. The Section 1 Combined Rating is equal to 50% of the individual’s total Annual Performance Planning and Review Rating.

Section 1 Combined Rating: (50% of Annual Performance Planning and Review Rating)

Unsatisfactory	Needs Improvement To meet Expectations	Fully Achieves Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 2 Combined Rating for Performance Values

Determine “Combined Rating” for Section 2 and check appropriate box below. The Section 2 Combined Rating is equal to 50% of the individual’s total Annual Performance Planning and Review Rating.

Section 2 Combined Rating: (50% of Annual Performance Planning and Review Rating)

Unsatisfactory	Needs Improvement To meet Expectations	Fully Achieves Expectations	Exceeds Expectations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 3

ANNUAL PERFORMANCE PLANNING AND REVIEW RATING

Indicate the staff member's Annual Performance Planning and Review Rating by proportionately consolidating the Section 1 Combined Rating (Job Responsibilities, Objectives and Managerial Values) and the Section 2 Combined Rating (Performance Values). Section 1 Combined Rating accounts for **50%** of the Annual Performance Planning and Review Rating. Section 2 Combined Rating accounts for **50%** of the Annual Performance Planning and Review Rating.

Unsatisfactory	Needs Improvement To meet Expectations	Fully Achieves Expectations	Exceeds Expectations
[]	[]	[]	[]

Supervisor/manager Comments:

Staff member Comments:

SECTION 4 - DEVELOPMENT PLAN

Staff member:

Complete each section as appropriate. Provide specific and detailed comments.

A. STRENGTHS

What strengths does this staff member demonstrate as indicated by the Job Responsibilities/Objectives and Performance Values included on this form?

B. AREAS FOR DEVELOPMENT

What could this staff member do to enhance his/her current job performance and/or opportunities for career movement (current, new, untapped skills)?

C. DEVELOPMENT PLAN/ACTION STEPS

Considering the specific training actions, educational opportunities, and challenging assignments which could enhance this staff member's skills, list the development action steps and target dates for development activities during this performance year.

D. ACCOMPLISHMENTS

Comment on the accomplishment of development activities completed during the year.

SECTION 5 - ACKNOWLEDGMENT AND APPROVAL

The following signatures certify only that the staff member and supervisor/manager participated in the Performance Evaluation and Development Plan

Individual's Name

Signature

Date

Staff member

Supervisor/Manager

Next Level Approval