

Worksheet for Performance Improvement and Development Planning

(For the manager's use.)

This Worksheet can be a helpful tool when performance issues arise. You, the professional staff member's manager, should complete this Worksheet and then meet with the staff member to objectively discuss performance issues, using the Worksheet as a discussion guide. The meeting should take place as soon as performance problems arise.

Professional Staff Member's Name: _____

Job Title: _____

Department: _____

Date: _____

Before completing this Worksheet, you may want to:

- Review the staff member's responsibilities as documented on the job description for his/her position.
- Make a list of the competencies the individual needs to perform his/her position most effectively (skills, abilities). See the spreadsheet in the Human Resources public folder in eDisk for examples.
- Think about the department's objectives:
 - What does your department / office need to accomplish to support College strategies and priorities?
 - What do your internal and/or external customers (including students, parents, faculty and professional staff, members of the Lancaster community, alumni, and donors) expect from your department?
- Talk with your Department Manager to clarify department goals and priorities.
- Clarify your expectations of the professional staff member:
 - Define what it takes to be effective in the staff member's position - the key skills, abilities, and knowledge the staff member must possess to be an effective performer, and the behaviors he/she must exhibit to be most effective on the job.
 - Define and document the results to be achieved by the professional staff member. Determine his/her goals and priorities, as aligned with department goals and priorities.
 - Think about the following:
 - What can / should the individual do to support departmental and College objectives?
 - What results is the job holder expected to achieve?
 - Which desired outcomes are of the highest priority?
 - By when should the individual achieve desired results?
 - What can the individual do differently to better contribute to departmental results?
 - What is the individual doing well that he/she should continue to do?