



QUICK TIPS FOR COMPLETING YOUR PERFORMANCE REVIEW AND PLANNING (PR&P) FORM (Administrative-Professional Staff)

Employee Name: John Doe Job Title: Administrative Officer
Department: _____ Supervisor: _____
Performance Timeframe: October 1, 2005 to Sept 30, 2006
Date Completed: _____

PURPOSE

Brock University's Performance Review and Planning (PR&P), is an on-going process designed to create a culture of continuous improvement in work performance and to assist in individual growth and development. It has been designed to support the University's current strategic and long-range planning process; ensuring individual goals are consistent with a department's or unit's strategy.

OBJECTIVES:

The objectives of the PR&P process are to:

1. Encourage meaningful and on-going communication between employee and supervisor on work performance;
2. Recognize employee performance;
3. Establish agreed-upon performance goals and development plans;
4. Link individual goals to organizational (Department, Division/Faculty, University) goals;
5. Identify skills and aptitudes for development;
6. Encourage employees to continually improve work performance;
7. Provide a record of job performance.

PROCESS:

1. Together, employee and supervisor will complete the following form and return it to Human Resources annually. While performance goals and development plans identified in this document are being defined for the upcoming 12-month timeframe, supervisor and employee are strongly encouraged to meet at least quarterly to discuss progress to-date and re-adjust goals/plans as appropriate.
2. The supervisor will arrange appropriate meeting time(s) with the employee.
3. Both employee and supervisor are asked to prepare for the PR&P meeting(s); *Supervisor and Employee Preparation* guidelines have been included on the reverse of this page.
4. The final, agreed-upon copy is signed by both the employee and supervisor, and forwarded to the Dean / Division Head for review and signature. The Office of the Dean / Division Head will forward the signed original to Human Resources and will return copies to the supervisor and employee.

GUIDELINES FOR SUPERVISOR AND EMPLOYEE PREPARATION:

With the assistance of the *Preparation Worksheets* available at www.brocku.ca/hr/employment_info, please prepare for your PR&P discussion by considering the suggestions below.

The worksheets have been developed to assist employees and supervisors organize their thoughts and track progress. While the contents of the worksheets will be utilized during the PR&P discussions and may be incorporated into the final PR&P document, they will not be attached to the final PR&P document. Employee/supervisor may choose to maintain their respective worksheets in their own personal PR&P files.

EMPLOYEE PREPARATION AND SELF-ASSESSMENT:

1. Identify possible future performance goals. This may include carrying forward previously established goals not yet completed.
 - As applicable, identify how goals support the department and/or division's strategic plan, as well as the mission, vision and goals of the University.
2. Identify progress made toward previously identified performance goals.
 - Indicate status of goal.
 - Identify achievements as well as factors that may have affected performance.
 - Gather any supporting documentation, including notes, feedback, comments received, as well as results of the University's 360-degree feedback program (if applicable).
3. Identify possible suggestions of ways that you would like to further develop.
4. Identify possible suggestions for future development plan ideas for department and supervisor.

SUPERVISOR PREPARATION:

1. Identify the most important outcomes needed from employee's job in relation to the strategy/goal of department and the University.
2. Examine how employee is performing in relation to previously defined performance goals.
 - What has been the employee's progress toward goals? Related achievements?
 - Gather any supporting documentation, including work records, notes, reports, input from others familiar with employee's work, and data from the University's 360-degree feedback program (if applicable).
 - Identify factors that may have affected employee performance.

RESOURCES FOR EMPLOYEE AND SUPERVISOR:

Worksheets and samples of completed PR&P forms are available on the Brock University Human Resources website: www.brocku.ca/hr/employment_info

Please consult the Human Resources department for assistance in handling performance problems / issues.

SECTION I: FUTURE PERFORMANCE GOALS

Supervisor and employee complete below a summary listing of performance goals as agreed to during PR&P discussions:

LISTING OF PERFORMANCE GOALS

... for the upcoming 12-month period of: _____ to _____

What does the employee plan to accomplish in the next 12 months? What will be the main focus?

1.

2.

3.

To complete this section it may be helpful to consider the following:

- Your current day-to-day responsibilities
- Department goals and/or strategic plan
- University's Long-Range Planning document
- Current or future projects you would like to work on
- Career goals
- Areas you would like to enhance or improve



You may wish to use the [Creating A Goal Statement Worksheet #1](#) (see www.brocku.ca/hr/employment_info), for help in completing this section.

Information on how to set a SMART goal can be found in your PR&P Employee Toolkit.

SECTION II: ANNUAL ACHIEVEMENTS

Supervisor and employee complete below a summary of past year's accomplishments and challenges:

SUMMARY OF ACCOMPLISHMENTS / ACHIEVEMENTS / CHALLENGES:

Past year's goals and successes, challenges and frustrations. Accomplishments made toward goals. Factors affecting performance. Strengths/assets. Weaknesses. Praise / recognition received.

To complete this section it may be helpful to consider the following:

- Performance Goals - What were the related activities you completed?
- Key Job Duties & Responsibilities - What other related activities, tasks or assignments did you complete?
- List some of the challenges you faced in completing your assignments.
- What caused you the most frustration?
- What progress did you make in achieving your goals? What were your key successes?
- What factors affected your performance?
- In what areas do you feel you still require development?
- What feedback did you receive this year from your supervisor, coworkers and customers? Was it positive?



DISCUSSION AND COMMENTS:

Discussion topics may include: Employee's most enjoyable component of work; what keeps the employee here? Why goals not accomplished? Possible improvements needed? Determine frequency of meetings to discuss on-going progress?

To complete this section it may be helpful to consider the following:

- What do you enjoy most about your work? From what area did you receive the most satisfaction?
- What keeps you motivated? Please explain.
- What may have prevented you from accomplishing your goals?
- What would have helped you to accomplish them?
- In what areas would you like to improve your skills and abilities? What can your supervisor do to help you in these areas?



You may wish to use the [Status of Goals Worksheet #2](#) and [Annual Achievements Worksheet #3](#) (see www.brocku.ca/hr/employment_info), for help in completing these two sections.

SECTION III: EMPLOYEE DEVELOPMENT PLAN

Supervisor and employee complete below a summary of future development plans as agreed to during PR&P discussions:

Discussion topics may include: What is the most effective route to achieving the above-mentioned goals? Assistance/support needed from supervisor? Future growth and/or career goals? Specific skills to learn? Specific challenges to face?

To complete this section it may be helpful to consider the following:

- What challenges did you experience in the past year when working towards your performance goals and tasks and responsibilities?
- What immediate resources are available to you (e.g. Library, trade magazines, professional associations, tuition reimbursement, Focus on Learning opportunities, HR Training website materials).
- What long-term resources can be utilized (e.g. External workshops, seminars, professional courses).
- How will achieving your goals help you achieve your career goals?
- What changes are occurring in the department that will require you to update your skills? How will you accomplish this?
- What additional skills do you require to achieve your goals? How will they be attained?
- How will you plan for the human resources and financial resources needed to meet your goals?

You may wish to use the [Employee Development Worksheet #4](http://www.brocku.ca/hr/employment_info) (see www.brocku.ca/hr/employment_info), for help in completing this section.

SECTION IV: EMPLOYEE SUGGESTIONS FOR DEPARTMENTAL IMPROVEMENT

Employee completes below:

Ideas for the future direction or development of the department? Suggestions on how the Department/Division/Faculty can function more effectively and efficiently?

To complete this section it may be helpful to consider the following:

- What are some of the challenges your Department/Division/Faculty is experiencing? e.g. internal communications; external communications; customer service; teamwork, etc.
- Suggested technical improvements?
- Are there processes interfering with your ability to effectively do your job?
- Is the information needed to do your job being communicated to you consistently and in a timely way?

SECTION V: SIGNATURE and REVIEW

Supervisor's signature: _____ Date: _____

Supervisor's comments:

Employee's signature: _____ Date: _____

Employee's comments:

REVIEW:

Dean / Division Head Signature: _____ Date: _____

- Original to Human Resources
- Copy to Supervisor
- Copy to Employee ... Date: _____

Human Resources Signature: _____ Date: _____