

Performance and Development Plan (PDP) Instructions for Statewide Standard Forms

For Employees and Managers in Washington State Agencies and Higher Education Institutions.

The Performance and Development Plan (PDP) is made up of the Expectations and Evaluation forms to support effective employee performance management. The forms are formatted to facilitate both performance planning and feedback during and at the end of the performance period. The PDP forms are organized as follows:

Performance Expectations	1. Performance Expectations (Results and Competencies)
	2. Training and Development Needs/Opportunities
	3. Organizational Support
Performance Evaluation	4. Interim Reviews (Optional)
	5. Performance Assessment (Results and Competencies)

Instructions for using the PDP forms are outlined below. See [PDP Users Guide](#).

Preliminary Steps

- The supervisor updates the position description form, if needed.
- The supervisor completes the data section at the top of the PDP forms.
- The supervisor identifies the link between the employee's position and the organizational mission. He/she may request input from or involvement of the employee.
- The supervisor determines timing and outlines the process that will be followed in completing the PDP forms.

Performance Expectations (To be completed at beginning of performance period)

PDP Expectations Part 1: Performance Expectations

Performance expectations are determined by the manager. However, the employee should have input. Typically, expectations noted in the PDP Expectations form are limited to those that are critical or key to successful job performance. The PDP Expectations calls for two categories of performance expectations: Key Results Expected and Key Competencies Expected.

- **Results** refer to the "what" of the job. Based on the primary areas of responsibility, 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.
- **Competencies** refer to the "how" 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.

There are [Competency Examples](#) that could be used, where applicable, in planning performance expectations and development needs. Each competency includes a general definition and some samples of specific performance standards that could be used in the Key Competencies Expected section of the PDP Expectations. In all cases, the competency description and performance standards should be tailored to the needs of the job. See guidance on [Competencies](#).

Position-specific competencies are best determined through a job analysis process. Supervisors should confer with their HR office to receive specific direction around competency identification.



PDP Expectations Part 2: Training and Development Needs/Opportunities

Improvements the employee should make to achieve or sustain fully successful job performance should be outlined in Part 2. Training and development opportunities for the present job and for career advancement should also be identified. Organizations that have an individual development plan process may use that format as a replacement for this section.

PDP Expectations Part 3: Organizational Support (Optional)

Part 3 is to be completed by the employee only, at his/her option. This 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.

Signatures (For performance expectations phase):

The supervisor and employee sign the PDP Expectations at the end of the performance planning phase. Typically the supervisor retains the original form and provides a copy to the employee, but supervisors should check with their Human Resources office for agency specific instructions on distribution and filing.

Performance Evaluation (To be completed at end of performance period)

PDP Evaluation Part 4: Interim Reviews (Optional)

As an option, Part 4 can be used to document interim performance feedback and key results/competencies that have been modified/added during the performance period.

PDP Evaluation Part 5: Performance Assessment

Part 5 is the final performance review and is to be completed at the end of the performance period. The supervisor schedules a performance feedback session with the employee.

At the feedback session, the employee and supervisor discuss the performance evaluation. The performance evaluation 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.

For each Key Result 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.

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

At the request of either party, the reviewer may be involved in the process.

Signatures (For performance evaluation phase):

The supervisor prepares the PDP Evaluation form and shares it with the employee. Both sign the final PDP Evaluation form. The form is then referred to the reviewer, whose signature indicates that the process has been appropriately followed. The reviewer may also add relevant comments concerning the employee's performance.

Typically, the supervisor provides the employee a copy and the original is placed in the employee's personnel file, but supervisors should check with their Human Resources office for agency specific instructions.

A new performance cycle begins at this point. The supervisor now makes arrangements to prepare a new PDP for the upcoming performance period.

