***-----This period -----***

**A.** [**Overall rating**](http://hrweb.berkeley.edu/performance-management/tools/rating-scale)**:**

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| **Annual period:**  This form shows example language for three overall performance ratings – Exceeds Expectations, Meets Expectations, and Needs Improvement. Also - it is not necessary to provide the rating for each goal, but only an overall rating in section A (behind this text box). | **Exceptional** | **Exceeds Expectations** | **Meets Expectations** | **Needs Improvement\*** | **Unsatisfactory\*** |

\*By checking Needs Improvement or Unsatisfactory, you must complete a Performance Improvement Plan [(PIP)](http://hrweb.berkeley.edu/sites/default/files/PERFORMANCE%20IMPROVEMENT%20PLAN%20TEMP-PLATE.doc) for this employee

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| **Probationary period:** | **Meets Expectations** | **Does Not Meet Expectations** | **Period end date:** Click here to enter a date. |

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| **B. Top 3-5 Goals *for this review period*** Goals at the start & during the period. Comments at the end of the period |
| Issue Financial Reports   * 1. Accurate quarterly financial reports are issued within 5 business days after month-end close.   2. If errors are discovered, corrections sent out promptly (within 10 business days)   Exceeds Expectation Example:  George consistently takes a leadership role to insure his department delivers on time reporting and proactively works with the stakeholder and supervisor team to communicate deviations and errors when discovered.  Meets Expectation Example:  George issues financial reports on time and with no material errors to note. In three instances when errors were discovered, he promptly communicated to stakeholders and supervisors. George keeps supervisors up to date when he discovers obstacles and problems while producing the financial reports.  Needs Improvement Example:  George’s department has struggled to issue reports within 5 business days after month end close, and when errors have been detected, they have not been addressed in a timely fashion. This significantly impacts the functioning of the School. Actions will be taken to address these issues in the coming year. |
| 1. Create and Track Metrics    1. Metrics are created for key initiatives by October 31, 2015.    2. Tracking for new initiatives in place by December 31, 2015   Exceeds Expectation Example:  George independently defined a set of key performance indicators (KPI) by September 28th that have been used to track performance on the project/division/department. He also consulted with the project management team to get their input. He has produced a monthly report that updates stakeholders on the progress to date, timelines, risks report, and financial reporting based on those KPIs. As a result, the School has adopted new metrics that are supporting us in making better data based financial decisions.  Meets Expectation Example:  George has defined; in consultation with the project management team a set of key performance indicators (KPI) by the end of the third quarter that are being used to track performance on the project/division/department. He now produces a monthly report that updates stakeholders on the progress to date, timelines, risks report, and financial reporting based on those KPIs.  Needs Improvement Example:  Key performance indicators (KPI) were not defined for key initiatives, so monthly reporting has not yet begun. While he produces a financial report, this report often contains errors and the information is insufficient for stakeholders to assess the overall performance of the organization/department/project. This will be an area that will be addressed in the coming year. |
| 1. Provide Financial and Analytical Support of Projects    1. 100% of projects have a defined budget within 30 days of charter.    2. Quarterly budget reports are provided for each project, within 30 days of quarter end.    3. 100% of project budgets are updated on a quarterly basis.    4. We respond to requests for ad hoc analysis within 24 hours with deadline, and 100% of deadlines are met.   Exceeds Expectation Example: All 4 major projects within the School have a defined budget, which has been inputted in CalPlanning. For the past three quarters, George has produced an overall report on risk assessment, financial reporting, and timeline that provides the big picture on progress assessment. He consistently provides this work despite stressful tight deadlines. All ad hoc requests are responded to with deadlines, and all deadlines have been met or exceeded. Peers are highly complimentary of the financial support they are now receiving.  Meets Expectation Example: All 4 major projects within the School have a defined budget, which has been inputted in CalPlanning. An overall report on risk assessment, financial reporting, and timeline is generally produced within 45 days of the quarter end that provides a large picture on progress assessment. Most requests are responded to within 24 hours, and deadlines are generally met.  Needs Improvement Example: Two of the four major projects within the School have a defined budget, two are still under development and review. Quarterly reports on projects have not yet been issued. This is an area that will require additional focus in the coming year.  Comments |
| 1. Create, Update, and Maintain a Strategic Planning Process and Document for the School of Aeronautics    1. Two year plan for School of Aeronautics created by 12/31/2015    2. Sign-offs obtained from key decision makers by 2/28/2016    3. Two year plan is reviewed/updated on six month basis (June 15, 2016)    4. Progress against initiatives are reported on a quarterly basis (, Apr 1, July 1)   Exceeds Expectation Example:  George created a strategic plan with timeline, go live milestones, and risk assessment report by October 31st, with sign-off by 12/31/2015. He provided an update March 1, 2016 which was used for planning for FY16/17. Progress against the plan was provided on 3/31 and 6/30. His strategic planning work has helped foster a climate of strategic planning across School of Aeronautics, and has been referenced as a model in campus-wide conversations.  Meets Expectation Example:  George created a strategic plan with timeline, go live milestones, and risk assessment report by 12/31/2015. Sign-off was delayed until 4/15/2016, which then became the basis for planning for FY16/17. A structure is being created for quarterly updates next year.  Needs Improvement Example:  A strategic plan has not been created for the School, limiting our planning ability. Development in this area will be necessary for the coming year. |
| 1. As part of the Talent Management Plan for the School, draft a 3 year talent plan for the finance group, including current strengths and gaps, and future needs and gaps.    1. Career interests and trajectory discussions to be completed with all direct reports by January 15, 2016    2. Plan to be completed by Feb 28, 2016    3. Targeted longer-term development plans, where appropriate, to be developed and discussed at leadership talent reaves in June, 2016.   Exceeds Expectation Example:  George created a 3 year talent plan that was used as a model for the other departments. Informed by his discussions with each of his employees, he identified specific immediate and longer term development plans based in part on their interests and in part by the needs of his department. This has positioned his team for planned future growth, and identified a strategic hire that will be necessary in the next two years.  Meets Expectation Example:  George completed discussions with most of his direct reports. The data was reflected in his plan. Additional work will be necessary in the coming year to create longer term development plans, and to address the skill shortages he anticipates 24 months out.  Needs Improvement Example:  There was no work done on a longer term talent plan. George participated in the talent review session in June, offering his perspective on his employees. He was unable to provide the leadership team a sense of the employees interests and aspirations, so the work was less productive than could have been. The focus on planned development of his talent and identifying future needs is a focus of attention for the coming year. |
| Supervisor Initials:       Date: Click here to enter a date. Employee Initials:       Date: Click here to enter a date. |

**C. Comments on Overall Performance:** Provide a brief description of what the employee accomplished this year. Comments are **required** for ratings *above or below* Meets Expectations—refer to the [Core Competencies](http://hrweb.berkeley.edu/sites/default/files/attachments/behavioral-anchors-matrix-core-competencies.pdf) and [Operating Principles](http://vcaf.berkeley.edu/what-we-do/leading-best-practices/operating-principles). Describe specific behaviors that illustrate where performance in one or more competencies needs improvement or exceeds expectations. Highlight opportunities for growth and development; recognition received.

Exceeds Expectation Example:

George has instilled in his department a strong accountability for timely, accurate results in both routine reporting and responding to ad hoc data requests from the School. He has developed innovative solutions to address our need for reporting on initiatives, and has helped the leadership of the School understand and embrace a strategic planning process that both sets a direction and dynamically adjusts to changes in the environment.

Meets Expectation Example:

George has brought predictability and certainty to both regular reports and ad hoc data requests. He has responded to the need for budgets around initiatives, and has worked with the leadership team to bring about strategic planning. Work in the next year will be in creating systems that continue to support the necessary reporting.

Needs Improvement Example:

George’s department has not yet achieved our required level of reporting support, data analysis, and project tracking. There are a number of areas were improvement will be necessary in the coming year.

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**D. Which Operating Principles did this year’s performance best support?**

*We include and excel, together* *We imagine and innovate* *We simplify* *We are accountable to each other* *We focus on service* *N/A*

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| **E. Signatures:**  **Employee:**  My signature indicates I have received a copy of this review. *You may attach a response.*  Name:  Signature:       Date: Click here to enter a date.  Employee is unavailable for signature or refused to sign | **Supervisor:**  Name:  Title:  Signature:  Date: Click here to enter a date.  Next Level Supervisor (if required):  Title:  Signature:  Date: |

***------ Next period’s section B -----***

**B. Top 3-5 Goals & Expectations *for next period***

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