

**2008 Performance Planning and  
Evaluation (PP&E) Form**  
*For Management Employees*

**ITT Educational Services, Inc. **

**Section I – Employee Information**

EMPLOYEE NAME Redacted by HELP Committee	EMPLOYEE NUMBER 101458	DATE OF HIRE 01/02/03
JOB TITLE Director of Recruitment	DATE PREPARED 12/16/07	REVIEW DATE 02/01/09
DIVISION / DEPARTMENT NUMBER 042 / 400	JOB GRADE 13	DATE ENTERED PRESENT POSITION 07/01/04
IMMEDIATE SUPERVISOR Redacted by HELP Committee	NEXT LEVEL SUPERVISOR Redacted by HELP Committee	PRESENT REVIEW <input type="checkbox"/> MID-CYCLE <input checked="" type="checkbox"/> ANNUAL

**Section II – Instructions**

1. At the beginning of the Performance Year:
  - a. Review Section IV – Corporate Objectives with your supervisor.
  - b. Discuss and agree upon your Individual Objectives and document in Section V. Ensure that all of your objectives support a related Corporate Objective.
  - c. You and your supervisor review the list of competencies in Section XI – Individual Development Plan and check which competencies require development to meet current job expectations. You will agree upon and document Action Steps for each competency identified for required development.
2. Meet periodically during the Performance Year with your supervisor to review progress toward achieving your performance and developmental goals.
3. At the end of the Performance Year:
  - a. Meet with supervisor to review performance results and final overall rating in Section VI.
  - b. Review and discuss supervisor summary of overall performance in Section VII.
  - c. You and your supervisor sign form in Section VIII.
  - d. You are encouraged to write your comments in Section IX.
  - e. Supervisor obtains additional required signature(s) and returns original to Human Resources and provides a copy to you.

**Section III – Definitions of Performance Ratings**

- |   |   |
|---|---|
| <b>1 - Very Exceptional Results</b>       | Achievements exceeded goals and job requirements in virtually all areas. Employee produces tangible results which are clearly exceptional. Results positively impacted overall performance of the department or section.                              |
| <b>2 - Results Usually Above Standard</b> | Job requirements were exceeded in most cases. Principal goals have been achieved in a highly effective manner. Employee produces tangible results substantially above the normal expectations of the job with a minimum of supervision and direction. |
| <b>3 - Results at Standard</b>            | Competent, normal, and expected level of results. Goals and job requirements are being accomplished effectively with normal supervision and direction.  |
| <b>4 - Results Less Than Expected</b>     | Results are somewhat less than expected. Some goals and job requirements are met, but others are not, work is of mixed quality. Close supervision and direction are required.   |
| <b>5 - Results Not Acceptable</b>         | Performance well below job requirements and not acceptable as to quality of work, completion of goals, or both. Requires frequent close supervision and direction. Results are inadequate and require immediate improvement.                          |

**Section IV – Corporate Objectives**

1. Total Enrollment Growth: 9%
2. Earnings Per Share (EPS): 20%
3. Free Cash Flow: 15%
4. Graduate Employment Rate: 85%

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**Section V – Individual Objectives, Goals and Initiatives**

Director of Recruitment

Objective	Related Corporate Objective	Weight	Goals (Rating Levels)				
			1	2	3	4	5
1. New Starts (measured against budget)	1	40%	≥ 110.00% of Budget	100.00% - 109.99%	95.00% - 99.99%	91.00% - 94.99%	<91.00% of Budget
<b>Initiatives</b>							<b>Target Completion Dates</b>
1a.	Implement Performance Management Plan and Rep Plan vs Actual. Maintain effective run rate.						Weekly
1b.	Improve Show Rate over same Quarter prior year by 5%.						Quarterly
1c.	Implement 1 activity per quarter that drives community and/or high school prospects to the campus.						Quarterly
1d.	Implement Bachelor presentation on a quarterly basis to all 6 <sup>th</sup> , 7 <sup>th</sup> and 8 <sup>th</sup> quarter students.						Quarterly
1e.	Observe and evaluate CRS Presentation once each Quarter.						Quarterly

Objective	Related Corporate Objective	Weight	Goals (Rating Levels)				
			1	2	3	4	5
2. Achieve Re-entry Goals (measured by re-entries as a % of past 12 months gross drops)	1	20%	>9.00%	8.00% - 8.99%	7.00% - 7.99%	6.00% - 6.99%	<6.00%
<b>Initiatives</b>							<b>Target Completion Dates</b>
2a.	Distribute potential drops to representatives on a daily basis.						Daily
2b.	Distribute re-entry candidates with drop date over 1 year to reps on a quarterly basis.						Quarterly
2c.							

Objective	Related Corporate Objective	Weight	Goals (Rating Levels)				
			1	2	3	4	5
3. Accepted – FAA Conduct%	3	10%	>75.00%	72.00% – 75.00%	69.00% – 71.99%	66.00% – 68.99%	≤65.99%
<b>Initiatives</b>							<b>Target Completion Dates</b>
3a.	2 <sup>nd</sup> close all New Representative Students.						Daily
3b.	Increase financial aid training for representatives on quarterly basis.						Quarterly
3c.	Implement quarterly collaboration contest.						Quarterly

Objective	Related Corporate Objective	Weight	Goals (Rating Levels)				
			1	2	3	4	5
4. Workforce Management – Maintain rep staffing levels at targeted levels. (Target is based on CDL Leads / Rep per week)	1, 3	15%	≤15.00	15.01 – 19.00	19.01 – 25.99	26.00 – 35.00	>35
<b>Initiatives</b>							<b>Target Completion Dates</b>
4a.	Continuous interviewing on a weekly basis (1 interview per week)						Weekly
4b.	Maintain advertising for openings.						Quarterly
4c.							

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Objective	Related Corporate Objective	Weight	Goals (Rating Levels)				
			1	2	3	4	5
5. CDL Conversion Rate to Start (measured against budget)	1,3	15%	>+1.00%	+ .90% to Budget	< Budget to - .50%	- .60% to - .49%	< .60%
<b>Initiatives</b>						<b>Target Completion Dates</b>	
5a	Review Rep Plan vs Actual Detail Weekly and reassign leads not contacted within 24 hours.						Weekly
5b	Continue weekly training with under-performing representatives.						Weekly
5c	Continue Business Plan and Progress Review Meetings.						Weekly

**Section VI – Performance Results**

Objectives	Mid-Cycle Status -Behind (B) -On Track (O) -Ahead (A)	Year-End Results Achieved				
		Results or Comments	Weight	Rating (1 – 5)	Weighted Rating	Final Rating*
1.		Actual=663 MP=648	40%	2	0.8	0.8
2.		Reentries as % of Gross Drops = 9.63%	20%	1	0.2	0.2
3.		Accepted – FAA Conduct = 70.45%	10%	3	0.3	0.3
4.		Workforce Mgmt = 11.36 CDL/Reps	15%	1	0.15	0.15
5.		CDL Conversion = Actual 7.32%; MP 6.64% +0.68%	.15%	2	0.3	0.3
6.			%			
7.			%			
8.			%			
					Total:	1.75
<b>Final Overall Performance Rating (Round to the nearest whole number. Example: 3.49 rounds to "3", 3.5 rounds to "4")</b>						<b>2</b>
*Explanation of any rating adjustment (adjustments require CEO approval):						

**Section VII – Summary of Overall Performance**

Summarize the employee's performance, discussing strengths and areas for improvement.

Redacted by [Redacted] has done an outstanding job. She has persevered through difficult challenges and reestablished Sylmar as a top performer in Recruitment. After missing MP the first 2 Quarters, recruitment rallied to finish at 102.3% of MP for the year. As a leader, [Redacted] has grown tremendously, earning the respect of everyone in the school. She demonstrates strong initiative and good judgment; championing several campus events and high school activities. Extraordinarily dependable, [Redacted] does not miss due dates. Of all my managers, [Redacted] is the one most capable of promoting. She is inquisitive and eager to learn about all aspects of campus operations. Her style of management, interaction with other departments, and professionalism have earned her the respect of every manager. I encourage her to enroll in a Master's degree program at her earliest opportunity.

**Section VIII - Signatures**

Immediate supervisor **MUST** sign and obtain next level supervisor's concurrence prior to the final review with the Employee. The signature of the employee does not signify agreement with the evaluation, but only that he/she has read the evaluation.

Process	Date	Employee Signature	Manager Signature	Next Level Signature
Performance Objectives				
Mid-Cycle Status				
Annual Review				

**Section IX – Employee Comments**

The Employee is encouraged to express any comments about this review

**Section X – Individual Development Plan**

**A. Competency Development Plan**

This Competency Development Plan is a tool designed to assist supervisors and employees in determining where to focus competency development efforts in the Performance Year. Competencies provide a roadmap so employees understand the knowledge, skills and abilities it takes to their jobs well and advance their careers. Competencies allow supervisors and employees to understand not only what gets accomplished, but how it gets accomplished.

**INSTRUCTIONS:** Supervisor reviews competency list below with employee and checks which competencies require development to meet current job expectations. Supervisor and employee agree upon and document Action Steps for each competency that has been identified for required development.

Competency	Dev. Required	Development Action Steps	Target Completion Date	Completion Date
Customer Focus	<input type="checkbox"/>			
Compliance & Commitment	<input type="checkbox"/>			
Communication Skills	<input type="checkbox"/>			
Planning & Organization	<input type="checkbox"/>			
Teamwork & Collaboration	<input type="checkbox"/>			
Decision-Making	<input type="checkbox"/>			
Specific Technical Competency	<input type="checkbox"/>			
People Management	<input type="checkbox"/>			
Leadership Skills	<input type="checkbox"/>			
Other:	<input type="checkbox"/>			
Other:	<input type="checkbox"/>			

**B. Career Objectives**

The employee should reflect on his/her professional goals and career interests, then identify objectives for the short-term (2 years or less) and long-term (3 - 5 years).

**C. Signatures**

IMMEDIATE SUPERVISOR NAME	SIGNATURE	DATE
EMPLOYEE NAME	SIGNATURE	DATE

## COMPETENCY DEFINITIONS

Competency	Description
Customer Service	<ul style="list-style-type: none"> <li>• Anticipates and identifies customer needs.</li> <li>• Finds ways to increase customer satisfaction.</li> <li>• Takes action to meet or exceed both internal and external customer expectations.</li> <li>• Builds positive rapport with customers.</li> <li>• Follows through on customer inquiries, complaints or requests.</li> <li>• Treats customers with courtesy and sensitivity.</li> </ul>
Compliance & Commitment Focus	<ul style="list-style-type: none"> <li>• Behaves in a manner that is ethical and consistent with laws, regulations, and ITT/ESI's standards and policies.</li> <li>• Makes realistic commitments, recognizing the impact to the organization.</li> <li>• Meets commitments to customers.</li> <li>• Builds trust with others by demonstrating consistency between words and actions.</li> <li>• Maintains regular and predictable attendance and punctuality.</li> </ul>
Communication Skills (Oral, Written and Listening)	<ul style="list-style-type: none"> <li>• Speaks clearly and can be easily understood.</li> <li>• Tailors the content of speech to the level and experience of the audience. Uses appropriate grammar and choice of words.</li> <li>• Organizes ideas clearly and concisely.</li> <li>• Maintains eye contact when speaking with others.</li> <li>• Summarizes or paraphrases his/her understanding of what others have said to verify understanding and prevent miscommunication.</li> <li>• Asks questions to clarify and verify information.</li> <li>• Delivers presentations that capture the attention of audiences.</li> <li>• Uses personal communication style to generate excitement for topics.</li> <li>• Listens without interrupting.</li> </ul>
Planning & Organization	<ul style="list-style-type: none"> <li>• Establishes plans effectively.</li> <li>• Able to develop systems and processes.</li> <li>• Manages the execution of work assigned.</li> <li>• Identifies resources required to meet goals and objectives.</li> <li>• Can orchestrate multiple activities at once to accomplish a goal.</li> <li>• Uses resources effectively and efficiently.</li> <li>• Establishes clear objectives and goals.</li> <li>• Breaks down work into the process steps.</li> <li>• Develops schedules and task/people assignments.</li> <li>• Anticipates and adjusts for problems and roadblocks.</li> <li>• Seeks guidance when goals or priorities are unclear.</li> </ul>
Teamwork & Collaboration	<ul style="list-style-type: none"> <li>• Shares information and resources with others to promote positive and collaborative work relationships.</li> <li>• Places team goals ahead of personal goals.</li> <li>• Effective in cross-department or cross-functional communication when appropriate.</li> <li>• Maintains harmonious and effective work relationships.</li> <li>• Seeks input and involvement of those affected by decisions.</li> </ul>
Decision-Making	<ul style="list-style-type: none"> <li>• Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; able to make a quick decision.</li> <li>• Makes good decisions based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time.</li> <li>• Sought out by others for advice and solutions.</li> </ul>
Specific Technical Competency	<ul style="list-style-type: none"> <li>• Maintains current knowledge of one's field.</li> <li>• Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.</li> </ul>
People Management	<ul style="list-style-type: none"> <li>• Establishes appropriate goals and performance standards.</li> <li>• Clearly assigns responsibility for tasks and decisions.</li> <li>• Delegates responsibilities as appropriate.</li> <li>• Sets expectations and monitors delegated activities.</li> <li>• Provides recognition and feedback to employees.</li> <li>• Develops direct reports' skills and encourages growth.</li> <li>• Treats direct reports fairly; doesn't give preferential treatment.</li> <li>• Has candid discussions with direct reports.</li> <li>• Handles performance problems.</li> </ul>
Leadership Skills	<ul style="list-style-type: none"> <li>• Exhibits confidence in self and others.</li> <li>• Inspires respect and trust.</li> <li>• Reacts well under pressure.</li> <li>• Motivates others to perform well.</li> <li>• Ensures employees are given relevant tools, training, and support to encourage success.</li> <li>• Accepts responsibility and is accountable for own actions.</li> </ul>