Five-Point Rating Scale

Label	Description
Exceptional Performer	Employee exceeded all performance expectations. Employee was an exceptional contributor to the success of his/her department and the state of Georgia. He/she demonstrated role model behaviors.
Successful Performer-Plus	Employee met all and exceeded most (more than 50%) of the established performance expectations.
Successful Performer	**Employee met all performance expectations and may have exceeded some (less than 50%). Employee was a solid contributor to the success of his/her department and the state of Georgia.**
Successful Performer-Minus	Employee met most (more than 50%), but failed to meet some (less than 50%) performance expectations. Employee needs to further improve in one or more areas of expected job results or behavioral competencies.
Unsatisfactory Performer	Employee did not meet all or most (more than 50%) of the established performance expectations. Employee needs significant improvement in critical areas of expected job results or behavioral competencies.
Not Rated	At the agency's discretion, a new hire or transfer within five months of the end of the performance period may or may not receive a performance rating.

Additional Performance Management resource materials are available on TeamGeorgia at http://teamgeorgia.gov/performance/

Development Activities

➤ On-the-Job Experiences
➤ Special Projects
➤ Rotation Program
➤ Field Trips
➤ E-learning
➤ Inter- and Intra-Agency Teams
➤ Professional Conferences
➤ Classroom Training
➤ Informal Mentoring
➤ Formal Mentoring
➤ Coaching

Georgia™
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Georgia Performance Management Process

Performance Management is an ongoing process of establishing clear expectations and providing feedback and coaching to ensure those expectations are achieved. It is also a partnership between the employee and his/her manager. The process should focus on continuous communication between the employee and his/her manager, not on the performance form itself.

Value of Performance Management
• Drives **accountability** throughout the organization
• Ensures there is **alignment** between an individual's goals and objectives and their agency's goals and strategic plans
• Drives **clear expectations** with measurable, objective criteria
• Provides **opportunities for feedback** to employees
• Supports **individual development** planning to expand the employee's skill sets

Guiding Principles of Performance Management
• **People drive improved performance**, not forms. Focus on relationships and feedback
• Performance management is a **partnership** between the manager and the employee
• There should be **no surprises** at review time
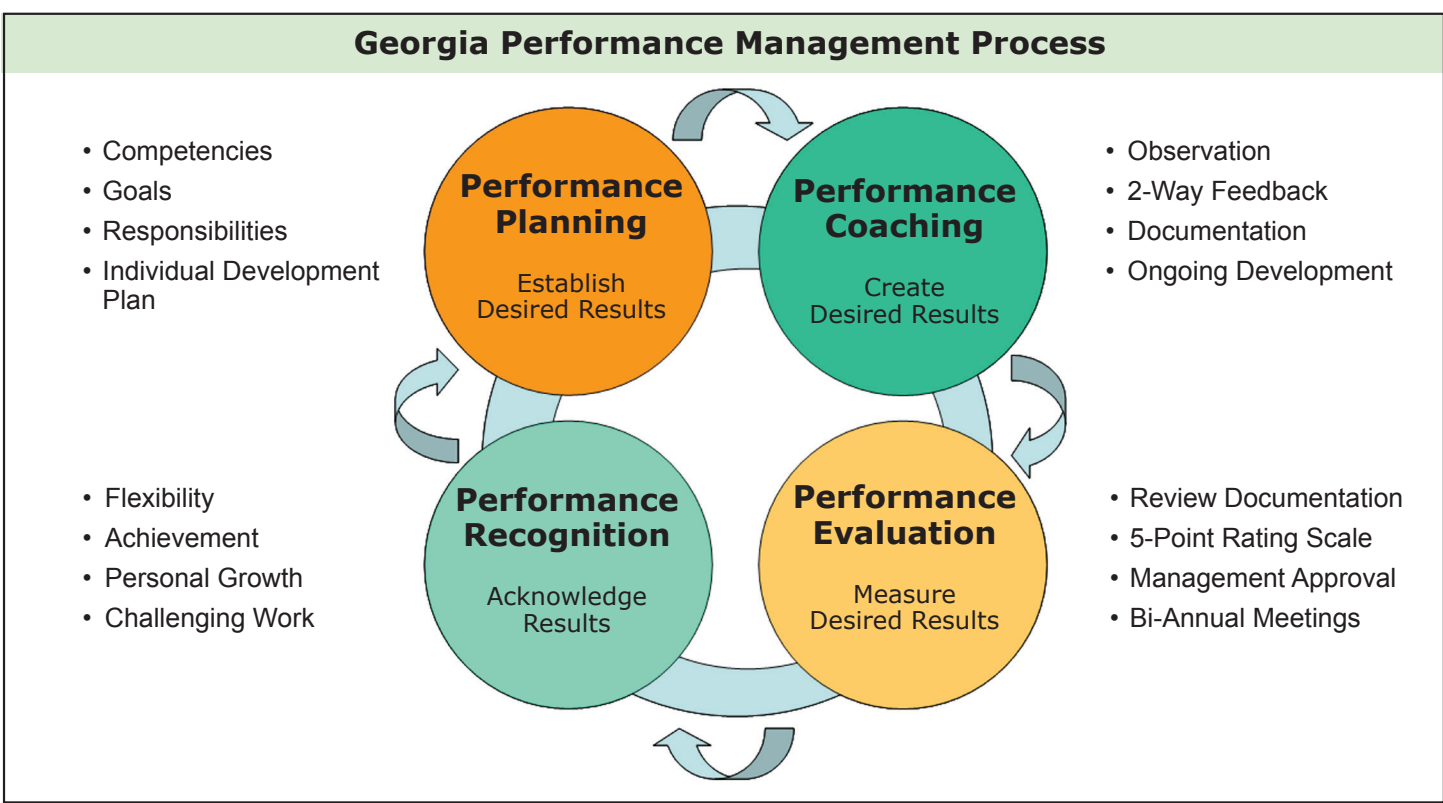• **Specific and objective feedback** is key

• All individual **performance goals should be linked** to goals of the department or agency
• Performance should be evaluated on **what is to be accomplished,** as well as **how it is to be accomplished**
• Performance should be carefully measured and documented to ensure **fairness and objectivity**

Performance Management Process Design
• **Behavioral Competencies**
  ▪ Core competencies – required of all employees
  ▪ Leadership competencies – required of all managers
• **Goals/Job Responsibilities**
  ▪ Aligned with state and agency mission, vision, goals, and strategic objectives
  ▪ Individual goals unique to position
• **Individual Development Plans**
  ▪ Help identify where to best focus training dollars
  ▪ Develop present and future competencies and skills
• **5-point rating scale to better differentiate performance**

ePerformance System
• Traceable and auditable
• Web-based and "paperless"
• Self-service
• Maintains historical information
• Easy agency reporting
• Flexible

Georgia Performance Management Process

• Competencies
• Goals
• Responsibilities
• Individual Development Plan

Performance Planning
Establish Desired Results

Performance Coaching
Create Desired Results

• Observation
• 2-Way Feedback
• Documentation
• Ongoing Development

• Flexibility
• Achievement
• Personal Growth
• Challenging Work

Performance Recognition
Acknowledge Results

Performance Evaluation
Measure Desired Results

• Review Documentation
• 5-Point Rating Scale
• Management Approval
• Bi-Annual Meetings

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Revised 5-10-12

Georgia Performance Management Process Timeline

	Planning Phase			Mid-Year Review		Annual Evaluation
	June	**July**	**August**	**September - December**	**December - January**	**February - June**	**June-July**
HR	Create Documents	Questions from managers & employees	Approve plans (if required by agency)	Serve as agency SME	Mid-year evaluation (monitor, review, approve)	Serve as agency SME	Annual evaluation (monitor, review, approve)
	Monitor and update Reports To Serve as SME to Managers and Employees						
Managers	Performance Management training; Begin thinking about goals	Collaborate with employee to develop performance plan; Create plan	Get plan approved (if required); Performance notes	Performance notes; Work with employees on execution of plan	Mid-year review; Meeting with employee; Conduct evaluation	Performance notes; Work with employee on execution of plan	Review employee feedback; Complete annual review; Meet with employee
	Ongoing Coaching and Development						
Employees	Performance Management training; Think about goals	Collaborate with manager to develop plan	Begin plan execution; Performance notes	Performance notes	Self-evaluation; Meet with manager to discuss progress	Performance notes	Self-evaluation; Review achievements with manager; Meet with manager
	Execution of Performance Plan and Obtaining Feedback						

Statewide Competencies

Core Competencies		Leadership Competencies
■ Customer Service	■ Accountability	■ Talent Management
■ Teamwork and Cooperation	■ Judgment and Decision Making	■ Transformers of Government
■ Results Orientation		

Goal Alignment / Cascading Goals

State Mission, Vision and Goals

State Goals → Agency Goals → Departmental Goals → Individual Goals → Continual Performance → Individual Achievement → Departmental Achievement → Agency Achievement → State Performance Business Outcomes

Planning — **Execution** — **Results**

What is a "SMART" Goal?

- **S**pecific – Precise, Definite, Clear, Understandable: *Exactly what **I** am going to do.*
- **M**easurable – Standard, Assessment, Exact: *What will success look like? (numbers, percents, etc.).*
- **A**chievable or Attainable – Reachable, Feasible: *This is possible for **me** to do.*
- **R**elevant – Within **my** job scope: *How does this relate/contribute to **my** job?*
- **T**ime-bound – Time frame, Ending point, Finish: *When (dates) am **I** actually going to do this?*
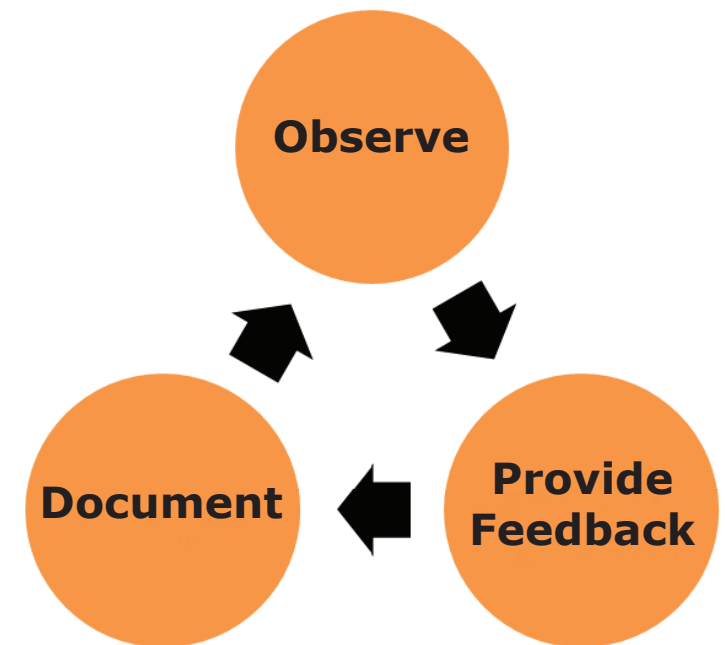
PERFORMANCE COACHING

Four goals of coaching:

1. To **begin** an effective behavior
2. To **help** employees **correct** deficiencies
3. To **encourage** continued good performance
4. To **stretch** performance to next level

Positive Feedback Approach

1. Describe behavior/result
2. Describe why the behavior is important
3. Obtain employee input
4. Encourage repeat performance

Corrective Feedback Approach

1. Describe what the employee is doing or not doing that is unacceptable
2. Describe the effects of the behavior/results
3. Ask for the employee's input (listen/probe)
4. Describe/restate the expectation
5. Ask for a solution; gain commitment
6. Follow up

Observe → Provide Feedback → Document → Observe

Performance Recognition

Types	Incentives
Flexibility	• Telework/flex time • Freedom in approach to work
Achievement	• Stretch goals • Additional roles and responsibilities
Personal Growth	• Educational opportunities • Ways to gain marketable skills
Challenging Work	• Interesting/visible projects • Opportunities to improve/innovate