

PERFORMANCE MANAGEMENT PROGRAM

Terms and Definitions

“5-point rating scale” – It is a means by which the employee’s overall performance will be measured. The State of Georgia uses a 5-point rating scale. The rating scale is only used during a formal review. The rating scale is identified from the highest (5 – Exceptional Performer) to the lowest (1 – Unsatisfactory Performer) for evaluating employees on all performance expectations.

“Behavioral Anchors” – For the State of Georgia, these are general examples of different behaviors that demonstrate multiple levels of competency using the State’s 5-point performance rating scale. See link below for detailed examples:

<http://doas.ga.gov/assets/Human%20Resources%20Administration/State%20of%20Georgia%20Competencies/GeorgiaPMPCompetencyOverviewandDictionary-pdf.pdf>

“Behavioral Competencies” – They are observable and measurable behaviors that demonstrate knowledge, skills, abilities, and other characteristics that contribute to individual success in the organization (e.g., teamwork and cooperation, communication). For the State of Georgia, there are 5 Core Competencies used for all employees. Those five Core Competencies are: Teamwork and Cooperation, Results Orientation, Accountability, Judgement and Decision Making, and Customer Service.

“Cloning” – For the State of Georgia, it is the process of using a previous Performance document in ePerformance to create a new Performance document. This process saves the managers time, because it no longer requires the creation of a document from the ground up.

“Closed-Out Document” – In ePerformance, it is a performance document that has been Rated, Saved, Approved, and Acknowledged in TeamWorks by all channels (i.e. the Employee, the Manager, the Reviewing Manager, and HR). For the State of Georgia, once a document has been closed-out, it is then moved to the employee’s historical data (this is done automatically, if the agency is using ePerformance). If the agency is not using ePerformance, the agency is to ensure that the document is filed accordingly.

“Coaching” – It is periodic communications between the manager and employee; discussions of how effectively the employee is performing and applying competencies to meet job responsibilities and/or goals. For the State of Georgia, this coaching is on-going and qualifies as interim reviews, per the Personnel State Board Rule 478-1-14.

“Competencies” – It is the knowledge, skills, abilities, attributes, and other characteristics that contribute to successful job performance. For the State of Georgia, there are a total of 18 competencies. The top 5 Core Competencies used for every employee is Customer Service, Accountability, Teamwork and Cooperation, Results Orientation, Judgement and Decision Making.

“Completed Document” – Same as Closed-Out Document.

“Corrective Feedback” – These are conversations between managers and employees involving performance that falls below expectations. For the State of Georgia, these conversations are meant to correct any poor behaviors and to place the employee on the proper track for better performance.

“Created Document” – It is a performance document forged in TeamWorks using the ePerformance module. For the State of Georgia, this document is created for an Annual Review, a Mid-Year Review, or a Quarterly Review. This is completed in ePerformance.

“Define Criteria” – It is a step of ePerformance that allows the manager to enter specific standards by which an employee is evaluated. For the State of Georgia, this step defines the competencies, responsibilities, and goals that will be evaluated for a particular performance period.

“Employee Self-Evaluation” – It is an assessment of one’s own overall performance. The self-evaluation is not mandatory, but provides an opportunity for the employee to share their assessment of themselves with their manager/supervisor. For the State of Georgia, this self-evaluation is not mandatory, but is highly recommended. The Performance Evaluation pertains to the employee; therefore, the employee’s input is respectfully requested. This also confirms whether or not the manager and the employee are in sync with one another.

“ePerformance” – It is a Web-based self-service performance evaluation application/tool for managers, employees, and human resource administrators. Many state agencies use this tool to support a structured and paperless performance management process. For the State of Georgia, this tool is used for planning, collaborating, communication, assessment and monitoring evaluations. Managers and employees access ePerformance through PeopleSoft Manager Self Service and Employee Self Service.

“Finalized Document” – Same as Closed-Out Document.

“Fiscal Year” – For the State of Georgia, it identifies July 1 thru June 30 as the fiscal year. This is also used for budgeting and accounting purposes.

“Goal” – It is a measurable outcome or result. For the State of Georgia’s Performance Management Program, these goals are to be set at the “Successful Performer” level.

“Group ID” – It is an identifier used in ePerformance when mass creating performance documents. For the State of Georgia, this ID is used by Human Resource Administrators, to assist in identifying the organization or a group of employees within an organization.

“HR Administrator” – For the State of Georgia’s Performance Management Program, it is the Human Resources employee who’s responsible for mass creating Performance Documents for an organization using a Group ID, and is also responsible for reviewing/approving performance documents.

“Individual Development Plan/IDP” – It is a document that consist of goals and tasks that may improve the overall performance of an employee. For the State of Georgia, it is a document that can be updated regularly; it is used to improve skills in existing roles, as well as, to add skills that will prepare the employee for future opportunities. This IDP is recorded on the employee’s Performance Document; however, this portion of the document is not weighed, nor is it evaluated.

“Interim Reviews” – These are conversations between the manager and the employee in a less than formal setting (i.e. Check-Ins). For the State of Georgia, the reviews must offer sufficient feedback to employees to reinforce successful performance and redirect less than successful performance.

“Mass Create” – It is the process of generating all employee performance documents at one time. For the State of Georgia, this process is completed by the HR Administrator, using the ePerformance tool. A Group ID is used for this function.

“Ongoing Feedback” – It consists of conversations between the manager and the employee. Feedback is not only given during the performance evaluation meeting, but throughout the performance period. For the State of Georgia, this ongoing feedback provides an opportunity for the employee to correct any poor behaviors and overcome any challenges or roadblocks. This ongoing feedback is also known as check-ins.

“Performance Coaching” – It is ongoing feedback given to employees for the purpose of improving their performance. It is typically used when employees are meeting the desired expectations, but is also used to motivate the employee to perform at an even higher level. This may also assist in the improved level of performance for the department and the agency.

“Performance Cycle” – For the State of Georgia, it is identified as the Plan, the Review of Progress, followed by the Evaluation of an employee’s overall performance. This rotation is then repeated.

“Performance Document” – It incorporates all of the material involving the performance of an employee. For the State of Georgia, this includes performance notes, performance plans, and the performance evaluation, all are materials that make up the “Performance Document”.

“Performance Evaluation” – For the State of Georgia, the performance is formally assessed against the agreed upon goals, competencies, and responsibilities. The manager reviews what has been accomplished and how it has been accomplished. Performance is formally evaluated one time during the year (the annual review). Agencies and management may desire to have more frequent informal feedback and may opt to conduct additional quarterly reviews. Informal performance evaluations are to be a part of ongoing performance coaching.

“Performance Expectations” – For the State of Georgia, it determines the expectancy of WHAT is to be accomplished, HOW it is to be accomplished, HOW and WHEN progress is to be measured and the TIMEFRAME in which the expectation is to be accomplished.

“Performance Management Program (PMP)” – For the State of Georgia, it is a method that requires all Executive branch agency managers to meet with each of their employees to plan performance for the upcoming period within 45 days of hire, transfer, promotion, or demotion, then annually at the beginning of each new performance year. SPB (State Personnel Board Rules) also require Managers to conduct at least one formal performance planning meeting with each of their direct reports every 12 months. Managers will sometimes, combine the performance evaluation for the past year, with a discussion of the plan for the coming year. With this method, the meeting is structured to first provide feedback on past performance, and then followed with a discussion of the employee's performance plan for the coming year.

“Performance Notes” – It is dated and logged documentation recorded in ePerformance. For the State of Georgia, both, the manager and the employee may enter notes pertaining to the performance of the employee. These notes may record successes and/or challenges. These dated notes may be shared during the evaluation process.

“Performance Period” – It is a span of time measuring the overall performance of an employee or group of employees. For the State of Georgia, this span of time is usually an Annual Performance Period, a Mid-Year Performance Period, or a Quarterly Performance Period.

“Performance Plan” – For the State of Georgia, it is the foundation or roadmap to achieve the desired goals for an employee. The performance plan consists of SMART goals. These goals are to be written at the “Successful Performer” level. This plan stems from the goals of the department and that of the agency. The plan consists of goals, competencies, and job responsibilities on which the employee will be evaluated on during the performance period. This plan may also include activities and task in an unrated Individual Development Plan. Modifications to the plan can occur at any time during a performance period.

“Performance Rating” – Based on a 5-point scale. This scale distinguishes the level of performance provided by an employee during a review period. For the State of Georgia, the ratings range from 5 to 1: 5 – Exceptional Performer, 4 – Successful Performer-Plus, 3 – Successful Performer, 2 – Successful Performer-Minus, and 1 – Unsatisfactory Performer. These ratings are provided during the Performance Evaluation.

“Planning Phase” – For the State of Georgia, it is a period when the manager and the employee work together to develop a performance plan for the new performance cycle.

“Process Panel” – For the State of Georgia, it is the performance pane located in the ePerformance screen of TeamWorks. The panel allows both the manager and the employee to view the steps that have been completed and the steps that are yet to be completed. An open circle indicates that the process has not begun. A half circle indicates that the process has begun, and lastly, a green circle indicates that the process is complete.

“Reviewing Manager” – For the State of Georgia, it the manager’s manager who is identified as “The Reviewing Manager”. Once the manager has completed the ratings pertaining to the employee, the performance document is then submitted to the next level of review, and that is the Reviewing Manager. The Reviewing Manager will review the document and once approved, it will then be submitted to the HR Admin for review/approval.

“Run Control ID” – It is an identifier used when creating performance documents in TeamWorks. This ID identifies the process that is running. For the State of Georgia, a Run Control ID is used when a manager is creating a performance document in ePerformance. It is also used when an HR Admin is mass creating performance documents in TeamWorks.

“SMART Goals” – It consists of specific goals that meet the following criteria: “The goal is Specific (i.e. it is clear). The goal is Measurable. The goal is Attainable (i.e. written at the Successful performer level). The goal is Relevant to the employee’s position and to the department. The goal is Time-bound; it has an end date. For the State of Georgia, SMART Goals are created when defining the criteria for employees in Performance Management.

“State Personnel Board Rule 14” – Policies are adopted by the Board and approved by the Governor to serve as a framework for legal compliance. For the State of Georgia, the state has implemented a performance management program through which agencies set work expectations, conduct interim performance reviews, and annually evaluate and rate the work performed by employees.

“Successful Performer Level” – This is the benchmark which all goals are to be set. For the State of Georgia, Successful Performer Level is associated with a rating of 3.

“Technical Competencies” – It is specific knowledge and skills needed to perform one’s job effectively (e.g. knowledge of accounting principles, proficiency in Microsoft Word). For the State of Georgia, these are competencies that will assist the employee in performing their job well.

“Weighting” – It is a percentage assigned to each area of performance; be sure that the total percentage equals 100%. For the State of Georgia, there are three sections that are weighted in a Performance plan. The weighting assignments are guided by the agencies. The areas that are weighted include the Core Competencies, Individual Goals, and Job Responsibilities. Managers are to contact their HR departments to determine the weighting assignments.