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| Title**: Performance Management Process Policy   (For use by agencies in creating their agency’s policy)** | |
| **Who Is Covered**  All Employees | **Effective Date**  Effective Immediately |

**Policy Purpose and Impact**

To provide policy and guidance to agency managers, supervisors and employees in fulfilling their responsibilities under the Georgia Performance Management Process (PMP).

The State’s Performance Management Process provides a process for the periodic review and rating of the quality and quantity of work performed by employees. Such process shall be applicable to all full-time and part-time permanent employees not otherwise covered by a different performance management process.

Agency Performance Management Process policies and procedures are established to ensure that all employees:

* + - * 1. Are aware of goals and outcomes expected of them;
        2. Understand the level of performance expected of them;
        3. Receive timely feedback about their performance;
        4. Have opportunities for education, training, and development; and
        5. Are rated in a fair and consistent manner.

**Definition of Key Terms**

1. “Performance Expectations” means competencies, goals, and responsibilities that drive individual performance.

2. “Competencies” means observable and measurable behaviors, knowledge, skills, abilities, and other characteristics that contribute to individual success in the job and in the organization.

3. “Goal” means a measurable outcome or result that needs to be achieved. Goals should include the result of the behavior being measured, the measurement criteria, and the level of performance expected.

4. “Individual Development Plan” means an action plan that identifies goals, projects, and activities which contribute to the employee’s continual development in the organization

**Policy Statement**

**Introduction**

The Performance Management Program provides supervisors and employees with the opportunity to discuss performance expectations, identify and correct areas for improvement, encourage and recognize strengths, and discuss positive, purposeful approaches for meeting goals. Performance discussions should occur at a minimum of three times per year at each of the following stages: performance planning, mid-year review, and end of year performance evaluation.

Some managers combine the performance evaluation for the past year with a discussion of the plan for the coming year. With this method, the meeting should be structured to first provide feedback on past performance, and then follow with a discussion of the employee's performance plan for the coming year.

Supervisors are required to seek input from affected employees when performance standards and/or expectations are established or modified. The agency Appointing Head or Designee has sole discretion to make the final determination of individual goals, competencies, or responsibilities included in the Performance Document as well as final determination of the employees’ rating.

**Performance Management Process**

The performance management process requires a sequence of actions that supervisors take when interacting with employees about their performance. The process involves four components:

* + - * 1. Performance Planning
        2. Performance Coaching
        3. Performance Evaluation
        4. Performance Recognition

**Statewide Core Competencies**

Agency employees will be evaluated on State and Agency Goals, Individual Goals and/or Job Responsibilities and the following Statewide Competencies:

Core Competencies – ***Required of all employees***

* + - * 1. Customer Service
        2. Teamwork and Cooperation
        3. Results Orientation
        4. Accountability
        5. Judgment and Decision Making

Leadership Competencies – ***Required of all managers with direct report employees***

* + - * 1. Talent Management
        2. Transformers of Government

The leadership competencies are required for all employees who have direct reports. They may also be added on an optional basis for development purposes for employees who are currently in a “lead worker” or “team leader” type role and wish to be considered for promotion into supervisory roles in the future.

**Rating Scale**

At the conclusion of each performance period, the performance of each employee shall be documented, evaluated and rated. A summary rating, reflective of the overall level of performance, shall be assigned to each evaluation.

Rating Scale:

* + - * 1. Exceptional Performer – 5
        2. Successful Performer Plus – 4
        3. Successful Performer – 3
        4. Successful Performer Minus – 2
        5. Unsatisfactory Performer – 1
        6. Not Rated – (e.g. New hire or transfer within five months of end of performance period)

**Rewarding Performance**

Performance rewards are based on employee rating and availability of funds as appropriated on an annual basis and provided for legislation.

**Responsibilities**

This section identifies individuals responsible for the successful implementation and evaluation of the state Performance Management Program.

**Agency Authority**

It is the responsibility of the Agency Head or Designee to administer the Performance Management Program within the agency. Each Agency Head shall designate an official(s) to consider employee requests for review of assigned responsibilities and/or expectations or summary ratings

**Reviewing Official**

Agency Reviewing Official’s are designated by the Agency Head and shall not be the first level supervisor of the employee requesting review. The identity of the designated Agency Reviewing Official shall be provided to each employee upon presentation of a performance plan or a summary rating of unsatisfactory performance”. It is the role of the Agency Reviewing Official to review each request and supporting documentation and render a decision to either uphold or direct the responsible supervisor to revise the assignment or rating.

**Managers/Supervisors**

The Performance Management Program requires that supervisors develop the performance management plan within 45 days of the effective date of employment, promotion or transfer; coach the employee and monitor the employee’s job performance, and conduct a fair, unbiased, and equitable performance evaluation annually for each employee. A performance plan may be modified at any time during a performance period and shall be modified when new or different responsibilities and/or expectations are added to a position.

**Employees**

The Performance Management Program requires that employees actively participate in the performance evaluation process and work with their manager/supervisor to develop performance plans. A self evaluation is available to enhance employee engagement.

**Recordkeeping**

Performance evaluations must be dated and acknowledged by the employee and supervisor. No changes can be made or comments added to the performance evaluation without the employee’s knowledge.

Supervisors must determine an alternate method of documenting that the evaluation has been discussed with the employee when the employee willfully elects not to acknowledge the performance evaluation.

Completed performance evaluations are maintained in the state’s Human Capital Management System (e.g. PeopleSoft’s ePerformance) or by an Agency’s Human Resources department.

**Performance Management Program Evaluation**

To ensure that employee evaluations are consistent throughout each Agency, the Agency Head or designee must conduct an annual review and evaluation of the Agency’s performance management program. The evaluation of the performance program is to assure consistency of employee evaluation throughout the Agency.

**Coordination with Other Personnel Policies**

Promotions, demotions, performance based salary increases, corrective actions or reductions in force should be consistent with the most recent overall rating of the employee's performance.

**Required Documentation**

Performance Planning Document

Midyear / Interim Evaluation Document

Annual Performance Evaluation Document

**Approval Authority**

Agency Head

**Responsible Office and Officer**

Agency Human Resources Office.

**Applicable Laws and Regulations**

O.C.G.A. 45-20-21 Discusses the Performance Management Program

SPB 478-1-14 State Personnel Board Rule on Performance Management

**Links**

**Performance Management Tools and Resources**

http://teamgeorgia.gov/performance/

**Links to Related Laws, Regulations, and Policies**

O.C.G.A. 45-20-21; <http://www.lexis-nexis.com/hottopics/gacode/>

**State Personnel Board Rule**

[http://doas.ga.gov/StateLocal/HRA/Rules/Docs\_BoardRules\_Modifications/478-1-.14PerformanceManagement.pdf](https://doas.ga.gov/StateLocal/HRA/Rules/Docs_BoardRules_Modifications/478-1-.14PerformanceManagement.pdf)

**Grievance Policy – 478-1-20 (c)**

[http://doas.ga.gov/StateLocal/HRA/Rules/Docs\_BoardRules\_Modifications/478-1-.20EmployeeGrievanceProcedure.pdf](https://doas.ga.gov/StateLocal/HRA/Rules/Docs_BoardRules_Modifications/478-1-.20EmployeeGrievanceProcedure.pdf)