



OFFICE OF ADMINISTRATION ADMINISTRATIVE POLICY

POLICY TITLE: Performance Management	AUTHORIZED BY:
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ISSUED: February 1, 1999	REVISED: February 1, 2000

I. General Statement

Performance Management is based on the concepts of establishing a shared understanding about what is to be achieved and how it is to be achieved. It includes planning, coaching and appraisal in a forward looking approach achieved through continuous communication between the employee, supervisor (rater) and reviewer.

Performance Management in the Office of Administration entails:

- Up-front identification of major elements of each employee's job;
- Connection of the employee's job to the department strategic/operational plans;
- Cultivating an internal environment that respects and benefits from the diversity of all its customers and employees;
- Connection of the employee's job to customer satisfaction goals;
- Development of realistic and appropriate performance standards;
- Discussion of performance on a regular basis;
- Preparation and communication of constructive feedback; and
- Continuous employee development by preparation of individual performance development plans, which includes, but is not limited to, customized training plans for each employee.

II. Administration

- A. A department coordinator and a coordinator representing each division will be selected by the Commissioner and the respective division directors to ensure compliance and understanding of performance management concepts and all required training events.
- B. Attached is a sample Performance Planning and Progress Form [Attachment A]. Any form that identifies the following standards may be used: (1) relates job to strategic plan (2) identifies major categories of responsibility (3) establishes performance standards (4) establishes checkpoints and (5) establishes assistance as needed.
- C. Through a consultative process, each Office of Administration supervisor will meet with each of his/her employees to develop a performance plan. Thereafter, each supervisor will meet with each new employee to develop a performance plan during the new employee's first ten working days.
- D. An annual performance plan will become a part of the employee's personnel file maintained by the department personnel office. This annual performance plan will be submitted at the beginning of the performance planning period.



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- E. During implementation of performance management performance plans must be submitted to division coordinators and reviewed by the Division of Personnel. Once approved, the initial performance plan will be kept at the department level in the employee file. This process of review will remain in place for the first 18 months of implementation or until changed by the Commissioner.
- F. Performance progress meetings between employees who have attained “regular” status and their supervisor will be conducted at regular intervals but not less than three times per year to discuss the employee’s performance and/or development plan.
- G. Supervisors will meet with probationary employees at a minimum of one time per month to discuss the employee’s performance and/or development plan.
- H. Supervisory and managerial employees will have supervision as an identified essential function or key result area in their individual performance plan that will include areas such as productivity, results and competencies. Input for this key result area *may* include feedback from employees, an administrative superior, or peers.
- I. All employees must continually demonstrate their proficiency in meeting the goals and objectives established in their individual performance plans during each of his/her one-year performance cycles. Any changes in the department strategic/operational plans affecting the employee’s work will be incorporated as necessary into the employees’ performance plan during the one-year cycle.
- J. A Record of Performance [Attachment C] will be given to each employee at the end of each one-year performance cycle. A copy of this Record of Performance will become a part of the employee’s personnel file kept by the department personnel office. Each division may establish additional means of recognition for their employees as determined by the division director.
- K. In response to the Office of Administration’s emphasis on a forward looking approach to job performance, each employee’s performance plan will include a professional and job development plan generated through discussions between the supervisor and employee. The first consideration of the development plan will be to ensure that the employee becomes, and remains, proficient in his/her job.
- L. All employees will receive training in performance management as determined appropriate by their respective division. The division coordinator will be responsible for scheduling the training.



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M. It is recommended that individual performance plans capture the most important priorities for the plan year rather than every assigned job responsibility. As a guide, four or five priorities will cover most positions. Choosing priorities selectively provides direction and focus in how the individual approaches the job for the planning period.

N. While performance management focuses on priorities, managers, supervisors, and employees are responsible for performing all areas of the job. If deficiencies occur in performance, that were not specified in the performance plan, supervisors are still responsible for addressing those issues.

III. Performance Improvement Plans

If the supervisor considers improvement necessary in one or more areas of an employee's performance, the supervisor may, after consultation with the reviewer, discontinue the employee's current performance management plan and move the employee to a performance improvement plan. This process will provide the employee with specific action steps needed to improve job performance so as to allow the employee every opportunity to succeed. For this purpose, the Performance Improvement Plan [Attachment B] will be used to convey the following information to the employee:

- What specific areas of performance, determined through mutual discussion between the supervisor and employee, need to improve;
- What specific actions must the employee take to improve;
- What is the date for each action;
- How much time will the employee have to make all specified improvements; and
- What results will be achieved when the employee completes his/her improvement plan.

Performance improvement progress meetings between the employee and supervisor will be conducted a minimum of once per month.

If the supervisor and employee cannot reach agreement in any, or all of these areas through a problem solving discussion, it will be incumbent upon the supervisor to resolve the situation.