Introducing

Developing and implementing a strong performance culture is critical to growing and sustaining a high performance and service-oriented workforce.

Until now, North Carolina government has not had a standardized performance management (PM) policy, process, or cycle to effectively set performance goals, provide employees with feedback, or develop employees. This lack of standardization has created inconsistencies across agencies.

To address these inconsistencies and promote effective business practices around PM, House Bill 834 was signed into law in August of 2013 and charged the Office of State Human Resources (OSHR) with developing a statewide PM policy, process, and cycle. The goal of the PM project was to design, develop, and implement a standardized PM process to be used by all agencies.

To reach this goal, a cross-agency team collaborated to develop a more efficient and effective PM process for the state of North Carolina. The result of this collaborative effort is called **NCVIP**, North Carolina **V**aluing **I**ndividual **P**erformance.

Establishing this statewide PM process provides a standard way of doing business through consistent PM practices and processes across state government, enabling North Carolina government to develop, evaluate, and leverage its talent to better and more efficiently meet the needs of North Carolina citizens.

The new process:

- Emphasizes the strategic alignment of an agency's overall business objectives with an individual employee's performance expectations;
- Ensures we are setting and meeting critical business objectives and individual goals;
- Fosters a culture of continuous communication between employees and managers; and
- Automates the performance management process by utilizing technology so that performance can be effectively tracked and measured based on business-related outcomes, and establishes a basis for consistent and historical performance data, absent inflated ratings, for agency management, the Governor's office and the North Carolina legislature. This provides the foundation where valid performance data is utilized as one component of pay.

PM Project Timeline and Key Milestones:

NOTE: *Beginning in August 2013, the Department of Environment and Natural Resources (DENR) piloted components of the NCVIP process.*

August 2013
- o H.B. 834 Signed into Law
- o Cross Agency PM Work Group Formed

November 2013
- o PM Work Group Produced Draft Policy, Form and Process
- o PM Survey & Data Analysis Conducted
- o Project Plan Developed

January 2014
- o Executive Communication Kick-Off
- o Implementation Assessment Meetings Conducted with Agencies
- o PM Work Group Drafted PM Training Approach

July 2014
- o Policy, Form, and Process Finalized
- o Automated System Configured
- o Communication Rollout
- o Soft Skill Training
- o Agency Implementation Schedule Identified

August 2014
- o Policy Approval from State Human Resources Commission (SHRC)
- o Technology Training

September 2014
- o Usability Testing
- o Incorporate Lessons Learned from Pilot
- o Global Communication
- o Phase I Agencies:
  - • Change Management

October 2014
- o PM Communications Video will Launch Statewide
- o Phase I and Phase II Agencies:
  - • Change Management
- o Phase I Agencies:
  - • Communication
  - • Training

November 2014
- o Phase I, Phase II, and Phase III Agencies:
  - • Change Management
- o Phase I and Phase II Agencies:
  - • Communication
  - • Training

December 2014
- o Phase I, Phase II, and Phase III Agencies:
  - • Change Management
  - • Communication
  - • Training

January 2015
- o Phase I Rollout of Cornerstone OnDemand (CSOD) PM technology
- o Phases II and III Agencies:
  - • Training
  - • Change Management
  - • Communication

February 2015
- o Phase II Rollout of CSOD PM technology
- o Phases III Agencies:
  - • Training
  - • Change Management
  - • Communication

March 2015
- o Phase III Rollout of CSOD PM technology