



PERFORMANCE PLANNING

Performance management (PM) should be driven by the needs of the business; therefore, it is important for your performance goals to align with the strategic mission of your agency.

The goals and mission that drive the business should translate into the work that you perform on a daily basis. Strategic agency goals should be clearly defined and communicated through departments and units so that what is expected is clearly communicated to managers, supervisors, and individual contributors.

STAGE ONE – PERFORMANCE PLANNING:

Employee Annual Performance Plans should include at least three (3) but not more than five (5) strategically aligned critical individual goals, a description of how goals will be measured, and the level of performance required to meet expectations and values. Goals will be written at the “Meets Expectation” level. Goals can be weighted no more than 50% of the total weight relative to overall performance in the Annual Performance Evaluation.

Organizational values will represent the other 50% of the total weight relative to overall performance in the Annual Performance Evaluation. Within 90 calendar days of the onset of a PM cycle, the Office of State Human Resources (OSHR) will publish and communicate two to four organizational values, which will be standard for all employees subject to this policy. Each agency may choose to add an additional three to five organizational values,

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selected from a predefined list published and communicated by OSHR within 90 calendar days of the onset of the PM cycle.

As an Individual Contributor, you should:

- Think about what you want to accomplish during the upcoming performance cycle.
- Conduct a performance planning discussion with your manager/supervisor to seek clarity about how the work you currently perform and your proposed goals for the upcoming performance cycle contribute to the overall purpose and work goals of the agency.
- Collaborate with your manager/supervisor to create your Annual Performance Plan, providing input where applicable.
- Use SMART Goals (Specific, Measurable, Attainable, Relevant and Time-bound) in your Annual Performance Plan to specify the results that are to be achieved for each goal you have.
- Ask questions to obtain a clear understanding of the expectations your manager/supervisor has for your performance, including core values and expected behaviors (how the work will be performed).
- Review, sign, and date your Annual Performance Plan in the PM technology tool.
- Discuss plans for ongoing dialogue/feedback and the interim review, held at the midpoint of the performance cycle.

STAGE TWO – PERFORMANCE FEEDBACK:

Throughout the performance cycle, the manager/supervisor should observe and document employee performance results and behaviors on a regular and consistent basis. You should also track progress toward goals and seek out your manager's or supervisor's feedback. You should participate in ongoing dialogue with your manager/supervisor, as necessary, to ensure you are on track to achieve your goals and results.

When you meet with your manager/supervisor:

- Request both positive and constructive feedback.
- Discuss any changes in organizational priorities or employee development goals.
- Review progress.
- If necessary,
 - Adjust performance plans,
 - Initiate individual development plans, or
 - Discuss performance problems or challenges with your manager/supervisor.
 - Identify steps you should take to improve.
 - If applicable, adjust priorities through the remainder of the performance cycle.
- Conduct additional formal and/or informal discussions with your manager/supervisor, as needed, throughout the performance cycle.



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STAGE THREE – ANNUAL PERFORMANCE EVALUATION:

At the end of the performance cycle, your performance will be evaluated relative to your individual goals as well as the selected organizational values. Managers/supervisors shall use quantitative and qualitative information collected throughout the cycle and documented by various sources to determine the extent to which your actual performance has met the expectations defined in the performance plan. You should also evaluate your performance relative to your individual goals as well as the selected organizational values and provide documentation to support your evaluation.

Each individual goal and value shall be rated using the standardized rating scale, consisting of the following 3 levels:

- **Exceeds Expectations (3)** – the level of performance for which the employee consistently exceeds documented expectations and measurements,
- **Meets Expectations (2)** – the level of performance for which an employee consistently meets and occasionally exceeds the defined job expectations and measurements, and finally
- **Does Not Meet Expectations (1)** – the level of performance for which an employee's performance is at an unacceptable level and does not meet job expectations and measurements.