



PERFORMANCE PLANNING

Performance management (PM) should be driven by the needs of the business; therefore, it is important for each employee's performance goals to align with the strategic mission of the agency. Strategic planning should begin before the start of each performance cycle.

The goals and mission that drive the business should translate into the work that is performed by employees on a daily basis. The 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.

Executive leadership should communicate agency strategic goals/objectives for the upcoming performance cycle. The agency shall facilitate **calibration discussions** to assess goal validity and ensure organizational consistency. Calibration discussions about goals should happen between same-level managers or supervisors. The outcome of calibration will be to ensure that goals are relevant, are fair and equitable across employees performing similar work, and are aligned with agency strategic goals. Calibration discussions will also occur between same-level managers or supervisors during Stage Three - Annual Performance Evaluation. The purpose of these discussions is to assess rating validity and ensure organizational consistency.

STAGE ONE – PERFORMANCE PLANNING:

Each employee shall have an Annual Performance Plan to 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, selected from a predefined list published and communicated by OSHR within 90 calendar days of the onset of the PM cycle.

As a manager/supervisor, you should:

- Conduct a performance planning discussion with each employee to provide clarity about how employees contribute to the overall purpose and work goals of the agency.
- Collaborate with your employees to create their Annual Performance Plan, soliciting employee input where applicable.
- Ensure employees' Performance Plans use SMART Goals (Specific, Measurable,

Attainable, Relevant and Time-bound), specifying the results that are to be achieved.

- Ensure organizational values are identified to document how work actions should be accomplished.
- Clearly communicate performance expectations to employees, including core values and expected behaviors.
- Document, sign, and date each employee's 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, you should observe and document employee performance results and behaviors on a regular and consistent basis. Engage in ongoing dialogue, coaching, and feedback, as necessary, to assist the employee with staying on track to achieve goals and results.

Consider the following when providing employee feedback:

- Provide both positive and constructive feedback to employees.
- Discuss any changes in organizational priorities or employee development goals.
- Review progress.
- If necessary,
 - Adjust performance plans,
 - Initiate individual development plans, or
 - Address performance problems
 - Identify steps the employee should take to

improve.

- If applicable, adjust priorities through the remainder of the performance cycle.
- Conduct additional formal and/or informal employee discussions, as needed, throughout the performance cycle.

STAGE THREE – ANNUAL PERFORMANCE EVALUATION:

At the end of the performance cycle, you shall evaluate employee performance relative to the individual goals as well as the selected organizational values. You shall use quantitative and qualitative information collected throughout the cycle and documented by various sources, including information documented by the employee, to determine the extent to which the employee's actual performance has met the expectations defined in the performance plan.

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.