



OREGON YOUTH AUTHORITY
Policy Statement



I-D-3.6 - Management/Executive Service - Performance Management

Approved

Effective: July 22, 2005

Supersedes: I-D-3.6 [Info Letter (7/03)]

Interpretation: Employee Services

Bob Jester, Director

REFERENCE

ORS 240.212 (Management service)

ORS 659A.012 (Evaluation of supervisors)

Department of Administrative Services, Human Resource Services Division

50.035.01 (Performance Management Process)

<http://www.hr.das.state.or.us/hrsd/policy/P5003501.pdf>

OYA forms: YA 8101 (Management/Executive Service Performance Appraisal)

APPLICABILITY

Management Service and Unclassified Executive Service Staff

POLICY

The OYA is committed to a performance management system for management and executive service staff that reflects agency values, enhances communication, assists staff with personal and professional development, and objectively documents annual accomplishments and performance.

I. Management Service Performance Appraisal Procedures

- A. The OYA Management Service Performance Appraisal form shall be completed for each regular status staff at the end of trial service and at their annual performance review date.

1. For re-employed or transferred staff, an evaluation will be completed if the staff has a minimum of four months of service prior to the end of the evaluation period.
 2. An individual annual evaluation period will be established for the year beginning and ending on the salary eligibility date, or an established anniversary date, if no salary eligibility date exists.
- B. The performance appraisal process including performance measures, expectations, goals and objectives, and an individual development plan will be identified for each staff and discussed with the staff prior to the start of each review period. This information shall be documented on the YA 8101.
- C. The immediate Supervisor/Manager may gather input regarding a staff's performance from any of the following sources:
1. The staff (each staff will have the opportunity to provide input, examples of work, etc. for the Supervisor's/Manager's consideration);
 2. Peers;
 3. Subordinates;
 4. Customers; and/or
 5. Other Supervisors/Managers, as applicable, to this process.
- D. Performance Categories and Rating
1. The OYA Management Service Performance Appraisal has ten (10) categories with factors to be considered and evaluated within each category.
 2. Staff are to be rated on a scale of 1 to 10 in each category (exceptions noted below), with a 10 being the most points one can receive. Rating Supervisors/Managers will choose to assign any numeric value between 1 and 10 that best describes the overall performance in that category.
 3. Category #9 (Managing Staff) applies to supervisory management staff ONLY.
 4. Category #10 (Affirmative Action and Safety) applies to ALL supervisory staff.

5. Category #10 (Affirmative Action and Safety) factors (d) and (e) are the ONLY factors to be considered for non-supervisory staff.
6. Rating Supervisors/Managers should consider the management service staff's quality of performance related to each factor (unless exempt as noted above) and assign a numeric value to each category.
7. The immediate Supervisor/Manager will be responsible for evaluating the staff's performance on each identified measure and for providing, on the YA 8101, examples of the staff's work that illustrates the rationale for the rating given. Performance management evaluations will make reference to prior documentation or discussions of performance deficiencies.
8. The category scores will be totaled for a management service staff's overall performance during the reporting period.
9. The highest possible total score for a supervisory management service staff is: 100.
10. The highest possible total score for a non-supervisory management service staff is: 90 (because categories/factors #9 & #10 are not applicable to non-supervisory management service staff).
11. Supervisory Rating Definitions (Maximum score is 100). The score for each category will be totaled for an overall performance evaluation rating as outlined below:
 - a) 90-100 total points achieved equals an overall rating of 1: Outstanding – highest possible level of performance. Staff excels in all aspects of the position and significantly and consistently exceeds the established job requirements and performance standards, goals and expectations of the job. Generally, in any given year, a very limited number of staff achieve results at this level.
 - b) 80-89 total points achieved equals an overall rating of 2: Exceeds expectations. Staff consistently exceeds standards and expectations of the position and may perform at an outstanding level in some areas.
 - c) 70-79 total points achieved equals an overall rating of 3: Meets expectations. Staff's performance fulfills established standards and job expectations. Work is consistently performed at an acceptable level and at times may be performed at higher levels. Results are those expected of most staff successfully performing their jobs.

- d) 60-69 total points achieved equals an overall rating of 4: Does not fully meet expectations. Staff's performance does not consistently satisfy position requirements, but staff has shown the aptitude, interest and/or skills needed to attain them. Improved sustained results need to be shown within a limited time period.
- e) Less than 60 total points achieved equals an overall rating of 5: Unacceptable. Staff's performance clearly fails to meet standards and the staff does not demonstrate the aptitude and/or interest to perform job successfully. Immediate sustained improvement must be shown.

12. Non - Supervisory Rating Definitions (Maximum score of 90):

- a) 80-90 total points achieved equals an overall rating of 1: Outstanding – highest possible level of performance. Staff excels in all aspects of the position and significantly and consistently exceeds the established job requirements and performance standards, goals and expectations of the job. Generally, in any given year, a very limited number of staff achieve results at this level.
- b) 70-79 total points achieved equals an overall rating of 2: Exceeds expectations. Staff consistently exceeds standards and expectations of the position and may perform at an outstanding level in some areas.
- c) 60-69 total points achieved equals an overall rating of 3: Meets expectations. Staff's performance fulfills established standards and job expectations. Work is consistently performed at an acceptable level and at times may be performed at higher levels. Results are those expected of most staff successfully performing their jobs.
- d) 50-59 total points achieved equals an overall rating of 4: Does not fully meet expectations. Staff's performance does not consistently satisfy position requirements, but staff has shown the aptitude, interest and/or skills needed to attain them. Improved sustained results need to be shown within a limited time period.
- e) Less than 50 total points achieved equals an overall rating of 5: Unacceptable. Staff's performance clearly fails to meet standards and the staff does not demonstrate the aptitude and/or interest to perform job successfully. Immediate sustained improvement must be shown.

E. Performance Appraisal Documentation

1. The rating form should be completed by the immediate Supervisor/Manager and reviewed with next level Supervisor/Manager.
2. The immediate Supervisor/Manager and next level Supervisor/Manager then sign the completed evaluation as rater and reviewer.
3. After both rater and reviewer have signed the appraisal form, the immediate Supervisor/Manager will review the completed form and discuss the ratings with the staff.

F. Performance Appraisal Review with Staff

1. The immediate Supervisor/Manager will be responsible for evaluating the staff's performance on each identified measure and for providing, on the YA 8101, examples of the staff's work that illustrates the rationale for the rating given. Performance management evaluations will make reference to prior documentation or discussions of performance deficiencies.
2. The Supervisor/Manager and staff will review the existing, and establish a new, as necessary, individual development plan to provide for the continuous improvement of the staff's job-related knowledge and skills.
3. The Supervisor/Manager and staff will develop goals and objectives for the coming year.
4. The Supervisor/Manager and staff will review the goals and a development plan for the coming evaluation period.
5. Following the review and discussion, the staff will sign the form to indicate the performance evaluation has been reviewed and that the interim review date and goals and development plan have been agreed to.
6. The staff will be given a copy of the completed review and development goals including all required signatures.
7. Completed ratings will be sent to Employee Services prior to the staff's performance appraisal date.

- G. Interim Progress Review: The Supervisor/Manager and staff will establish a date for a minimum of one interim review during the plan year to discuss progress on the individual development plan and performance goals.

(Note: Because the OYA is attempting to come into compliance on overdue appraisals, this section may not be completed. However, in future appraisals, this section would be used to summarize the interim review.)