

PERFORMANCE ACCOUNTABILITY & FEEDBACK

Performance Accountability & Feedback Model Checklist

The Performance Accountability and Feedback checklist is consistent with [State HR Policy 50.035.01](#) and applicable collective bargaining agreements.

Managers will be conducting the quarterly check-ins in-lieu of the yearly performance evaluations.

For additional resources, tools, and job aids to help you through this process, visit <https://www.oregon.gov/das/HR/Pages/PAF.aspx>.

NEW (SUPERVISORY) MANAGERS INITIAL TRAINING AND TASKS

All new supervisory managers are required to conduct quarterly check-ins with their employees and will need to complete the following tasks. Each task identifies the timeframe for completion. All tasks need to be completed prior to conducting their first check-ins with employees. The first check-in will need to be completed the quarter after the manager's position start date.

TASK	TIMEFRAME
1. Complete Module 1 Self-Paced Online Course (30 minutes) Overview of Performance Accountability & Feedback	Within 30 days of position start date
2. Complete Module 2 Self-Paced Online Course (30 minutes) Planning Phase online course	Within 30 days of position start date
3. Complete Module 3 Self-Paced Online Course (30 minutes) Monitoring & Quarterly Performance Feedback Phase online course.	Within 30 days of position start date
4. Attend a PAF Virtual Instructor-led Session (4 hours) You must register in Workday to attend one of the virtual classroom sessions. All three online modules must be completed before you can attend a virtual classroom session.	Within 60 days of position start date
5. *Review existing performance expectations and goals for each employee and document the yearly performance expectations and goals in Workday.	Within 60 days of position start date
6. Meet with each employee to discuss yearly performance expectations and goals.	Within 60 days of position start date

*The manager can run the Workday report called 'HCM Check-ins Overall'. This report will show all the check-ins that were completed previously.

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12-MONTH FEEDBACK CYCLE

New supervisory managers begin their 12-month cycle the quarter after completing all the required training and yearly planning identified in the initial tasks on page 1.

The new supervisory manager's start date determines the 12-month feedback cycle. Use the table below to determine the initial quarter and then the 12-month feedback cycle.

Manager or Employee Position Start Date <i>If the managers or the employees position start date is between...</i>	Initial Observation Begins <i>The manager will monitor and observe employee performance during these months for their initial quarter.</i>	Conduct & Document Initial Check-in Meeting By <i>The manager to hold initial check-in meeting to discuss the employees performance and document the check-in by.....</i>
October 1 – December 31	January – March	End of April
January 1 – March 31	April – June	End of July
April 1 – June 30	July – September	End of October
July 1 – September 31	October – December	End of January

12-MONTH FEEDBACK CYCLE | OBSERVE, DISCUSS AND DOCUMENT

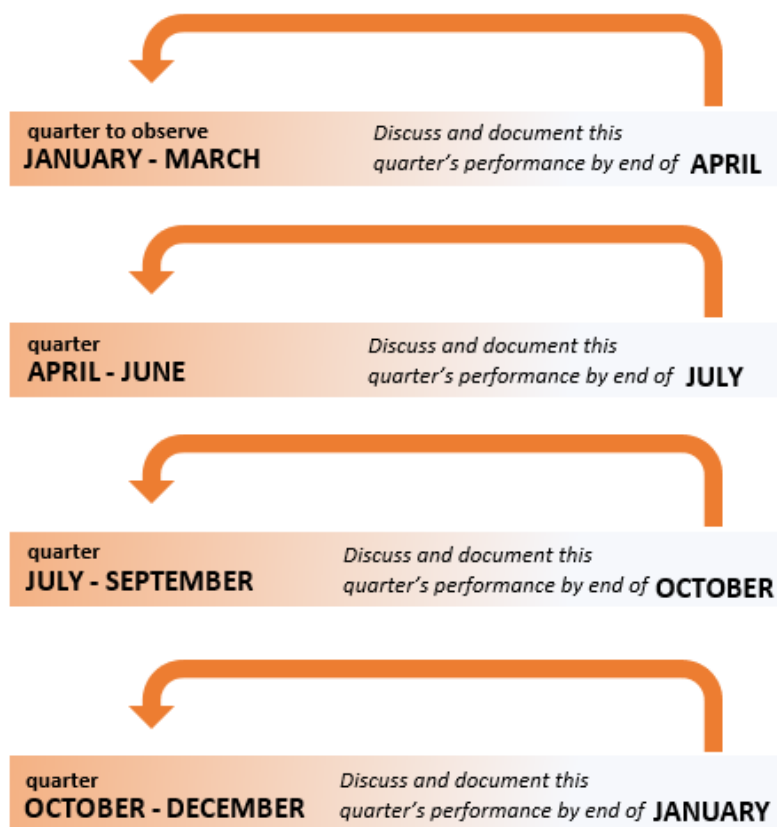
The 12-month cycle consists of four quarters. The initial observation quarter is the quarter following the managers start date (this will not necessarily start at the beginning of a calendar year or fiscal year).

OBSERVE:

Each three-month quarter is the time for managers to observe employee performance.

DISCUSS and DOCUMENT:

Managers have the month following each three-month quarter to meet with each employee to discuss the quarter's performance and document that discussion in Workday.



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This section covers the minimum requirements managers need to do over a 12-month feedback cycle. Use this checklist to make sure you complete all the steps. For additional resources, tools, and job aids to help you through this process visit <https://www.oregon.gov/das/HR/Pages/PAF.aspx>.

YEARLY PLANNING CHECK-IN

	STEPS	NOTES
<input type="checkbox"/>	1. Manager reviews the position description (PD) for each employee and makes any updates if needed.	<p>*The review should be focused on these two core sections:</p> <ul style="list-style-type: none"> • Program and Position Information: This section contains a description of the program the position is a part of, how the position contributes to the purpose of the agency, why the position exists and its role in reaching program objectives. This section should describe the link between the employee’s position and the agency and division’s strategic goals and ensure those are reflected in the employee’s performance expectations. • Description of Duties: This section contains the duties for the core job functions of the position (tied to the classification specifications) and are the minimum standards used to measure the employee’s performance. <p>Refer to the “<i>Editing Position Description & Additional Information</i>” Workday job aid https://www.oregon.gov/das/HR/Documents/paf_wd1.pdf</p>
<input type="checkbox"/>	2. Manager reviews the employee’s performance expectations and goals from the previous year.	<p>The manager will look at the previous year’s performance expectations and goals and will update those as needed for the upcoming 12-month cycle.</p> <p>If the manager is new to the position, they can run the Workday report called ‘HCM Check-ins Overall’. This report will show all the check-ins that were completed previously.</p>
<input type="checkbox"/>	3. Manager documents the current year’s performance expectations and goals in Workday.	<p>The manager will create the “Yearly Planning Check-in” and add the performance expectations and goals in the description field. This will then notify the employee and allow them to review the performance expectations and goals.</p> <p>Refer to the “<i>Check-In</i>” Workday job aid https://www.oregon.gov/das/HR/Documents/paf_wd2.pdf</p>

* If the duties are changing substantially or this is a new position, the manager will need to work with their HR department to make those changes.

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	STEPS	NOTES
<input type="checkbox"/>	4. Manager and employee discuss any changes to the PD, the performance expectations, and identify/agree on developmental or performance goals** for the year.	This can be done in a meeting or via email. If the manager or employee is new to the position, it is recommended the manager meet with the employee to agree upon the performance expectations and goals for the year. Note: this initial meeting will not count as a quarterly check-in.
<input type="checkbox"/>	5. Manager will update the “Yearly Planning Check-in”, if needed.	After the manager and employee discuss and finalize the items in Step 4, the manager may need to update the “Yearly Planning Check-in”.

**Developmental or performance goals:

- Performance goal setting looks at the performance expectations that are a core function of the position.
- Developmental goal setting looks at performance that is *beyond* the regular and routine job duties, but they are still within the scope of the employee’s classification.
- *If an employee is not meeting any of the performance expectations, the manager should identify performance goals first and if the employee has any additional capacity, they can identify developmental goals.*
- All goals must be related to one or more of the statewide [enterprise manager competencies](#). Each employee must have a minimum of one developmental goal, however, one developmental goal may meet multiple competencies.
- A manager or employee can also add goals using the optional “Goal” feature in Workday rather than documenting them in the Check-in. The “Goal” feature has more functionality that is helpful for tracking progress. Refer to the “Adding Yearly Goals for an Employee” Workday job aid https://www.oregon.gov/das/HR/Documents/paf_wd3.pdf

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QUARTERLY FEEDBACK CHECK-INS

	STEPS	NOTES
<input type="checkbox"/>	1. Manager meets with the employee to review past quarter's performance.	<p>Manager meets with the employee to review the last quarter. Not all the expectations and goals need to be covered at each quarterly meeting, just what the employee has been focused on during the last quarter. You will document what was discussed in the 'Shared Notes' field.</p> <p>To determine the manager's 12-month feedback cycle refer to page 2 of this document.</p>
<input type="checkbox"/>	2. In Workday, the manager will create a new Check-in for each quarterly feedback check-in.	<p>In Workday, make sure the 'Planned For' date is within the date range for each quarter the manager is documenting (see page 2 of this document).</p> <p>Refer to the "Check-in" Workday job aid https://www.oregon.gov/das/HR/Documents/paf_wd2.pdf</p>

FINAL PERFORMANCE FEEDBACK CHECK-IN***

	STEPS	NOTES
<input type="checkbox"/>	1. Manager meets with employee to do a final review of the year.	<p>Manager meets with employee to do a final review of the year looking back at the performance expectations, performance goals (if needed), developmental goals, successes, and achievements.</p>
<input type="checkbox"/>	2. Manager enters the final outcomes for the year into a new Check-in within Workday.	<p>This will be a final summary of the outcomes, successes, and achievements for the year.</p> <p>Refer to the "Check-in" Workday job aid https://www.oregon.gov/das/HR/Documents/paf_wd2.pdf</p>
<input type="checkbox"/>	3. Manager starts the yearly planning process for next year's 12-month cycle.	<p>Refer to the Yearly Planning information on page 3.</p>