

SUBJECT: Performance Management Process	NUMBER: 50.035.01
DIVISION: Chief Human Resources Office	EFFECTIVE DATE: 2/01/2019

APPROVED: Signature on file with the Chief Human Resources Office

POLICY STATEMENT: The performance management process is a tool to assist managers and supervisors in managing the performance of their subordinates by promoting employee understanding of successful job performance and commitment to the objectives and goals critical to the success of their agency.

AUTHORITY: ORS 240.086(1); 240.145(3); 240.212; 240.240; 240.430; 659A.012(1); and OAR 115-045-0020

APPLICABILITY: Classified unrepresented, management service, unclassified (executive) service, and unclassified unrepresented employees.

ATTACHMENTS: None

DEFINITIONS: Refer to State HR Policy 10.000.01, Definitions

POLICY:

- (1) The performance management process is a tool to assist managers and supervisors in managing the performance of their subordinates by promoting employee understanding of successful job performance and commitment to the objectives and goals critical to the success of their agency.
 - (a) Each agency shall develop a Performance Management Plan specific to their agency for unclassified executive and management service employees and classified employees, if applicable. Either Model A or B of the attached Performance Management Plans shall serve as the agency's plan unless an alternative plan has been adopted by the agency.
 - (b) The agency Performance Management Plan shall be communicated to all employees covered by the plan. Each agency is responsible for training all managers and supervisors in the administration of the agency's Performance Management Plan.
 - (c) Those agencies developing their own Performance Management Plan shall include the following plan requirements:
 - (A) a consistent annual performance evaluation period for all employees covered by the plan.
 - (B) a performance management plan for each employee that is developed and communicated to the employee prior to the beginning of each plan year and includes:
 - (i) identification of their job performance expectations and performance measures that are results-based or behavior-based or a combination of both. Performance

- measures for managers and supervisors shall contain the effectiveness of their affirmative action objectives.
- (ii) an individual employee development plan.
 - (iii) provisions for ongoing review during the plan year to discuss employee performance, monitor progress and modify and update the performance plan as needed.
- (C) Agencies shall adopt a scoring system to evaluate performance that permits comparison of performance and ratings agency-wide or by specified organizational units of the agency.
- (D) At least three performance level ratings shall be used to provide for consistency in describing and reporting ratings on a statewide basis.
- (E) All supervisors shall complete an annual written performance evaluation for each employee prior to the employee's performance appraisal date. The evaluation shall be based on the employee's performance plan and include:
- (i) a performance discussion between supervisor and employee.
 - (ii) documented performance achievements and/or deficiencies.
 - (iii) a rating of each employee that is consistent with the agency's scoring and rating system.
 - (iv) an internal agency review process completed prior to finalizing and communicating the performance rating to each employee.
 - (v) required signatures of employee, supervisor, and reviewer with a copy of the signed evaluation form provided to the employee.
- (F) Any employee may prepare written comments or rebuttal to their evaluation within 30 calendar days of receiving the evaluation which shall be attached to the evaluation form and become part of the official record.
- (G) Performance evaluations may be appealed by classified employees under the grievance review process described in State HR Policy 70.005.05.
- (H) Agencies may provide for an appeal process for unclassified executive service and management service employees in which the agency head shall be the final step.
- (I) a performance evaluation shall be completed for each employee new to the agency or supervisory unit with a minimum of four months of service prior to the end of a performance plan year and prior to completion of trial service for trial service employees. Except for trial service, agencies have the option to complete performance evaluations for new employees with less than four months of service.

- (J) Agencies shall enter a numerical rating or a Y (yes) into the PPDB employee system to indicate the employee received a written performance evaluation.
- (K) Agencies shall evaluate their own performance management process and plan annually for compliance with established criteria, the job relatedness of performance criteria, overall consistency and rating errors, and modify them as necessary.
- (L) Agency performance management plans are subject to CHRO review for agency consistency of plan application and compliance with state policy requirements.

(1) Policy Clarification:

- (a) Attachment A - provides elements and good practice options for agencies to consider in developing their agency performance management plan.
- (b) Attachment B - Model A - provides a simple plan utilizing a five point rating system and has no required form. It covers unclassified (executive) service and management service employees, and if applicable, classified employees in the agency. This plan may encompass both individual employee and team performance plans depending on how a supervisor organizes work and sets performance expectations.
- (c) Attachment C - Model B - is the current performance management plan which has been utilized successfully by many state agencies. It has three rating levels and a prescribed format.

Attachment A

ELEMENTS TO CONSIDER FOR AGENCY PERFORMANCE PLAN

Element	Options	Good Practice
Performance evaluation review due date	a) on individual salary eligibility date (SED) b) all at the same time (focal point review)	Either a) or b) is appropriate based on agency's preference. b) facilitates comparisons of team performance
Development of employee performance management plans	a) developed jointly by supervisor and employee b) developed by supervisor	a) encourages communication and understanding between supervisor and employee
Performance expectations and measures	a) results based b) behavior based c) weighted	Situational to the job; a combination of two or all three may be appropriate
Training on agency's Performance Management Plan	a) employee handbook b) orientation for new managers c) regular updates on modifications of the plan	A combination of all three would be appropriate
Performance evaluations for employees new to agency or supervisory unit	a) losing supervisor complete an exit evaluation on employee b) gaining (rating) supervisor check with prior supervisor when completing employee's performance evaluation within the four month minimum c) evaluate employee based solely on observation of performance while in new supervisory unit	Either a) or b) provide the information necessary to evaluate the employee's performance during the entire performance evaluation period

Element	Options	Good Practice
Sources of input regarding employee performance	a) supervisor b) 360 degree review, i.e. input from: <ul style="list-style-type: none">• peers• subordinates• customers• other managers c) employee	A combination of all three would provide the most comprehensive input for the supervisor to consider

Attachment B

Model A

PERFORMANCEMANAGEMENT PLAN

- (1) This Performance Management Plan is established consistent with State HR Policy 50.035.01 and shall serve as the agency's Performance Management Plan. It covers all unclassified executive and management service and classified employees in the agency.
- (2) Each supervisor is responsible to distribute and discuss the agency Performance Management Plan with all employees they supervise.
- (3) The agency's personnel office is responsible to provide training for agency supervisors in the proper administration of the Performance Management Plan and all supervisors are responsible to participate in the training.
- (4) Each supervisor shall develop an annual, written performance plan for each employee supervised and communicate/discuss it with the employee prior to the beginning of each plan year. Supervisors are encouraged to develop the performance plan in concert with each employee. EACH EMPLOYEE PERFORMANCE PLAN SHALL INCLUDE:

(a) an annual performance plan period

(b) job-related performance measures that are consistent with the employee's position description and tie to the agency's goals and performance measures. Each performance measure shall describe standards or indicators of success or achievement, i.e. measurable results and timeframes where applicable. An employee's performance plan may also include behavior- based performance measures where certain behaviors such as teamwork, cooperation, consensus building, networking, need emphasis or improvement. Performance measures for managers and supervisors shall contain effectiveness of their affirmative action objectives.

Each agency supervisor's performance plan shall include performance measure(s) related to the successful performance management of their subordinates.

(c) the relative weight of each performance measure in the employee's plan, i.e. the points possible assigned to each measure according to the emphasis or priority placed on it in relation to the other performance measures in the plan. The total points possible for all measures shall equal 100.

(d) an individual employee development plan that provides for the continuous improvement of the employee's job-related knowledge and skills. This development plan may be incorporated as one of the employee's performance measures, i.e. continuous improvement, or be a separate part of the plan.

(e) the signatures and date of both the supervisor and the employee acknowledging understanding of the plan at the beginning of the performance plan year.

(f) provisions for a minimum of one interim performance plan review during the plan year to discuss performance progress, any deficiencies and plan updates as needed. The supervisor and employee shall sign and date the plan at each review.

- (5) As determined appropriate, supervisors shall have the option to develop performance plans for teams of employees based on the organizational unit work plan or specific process or project goals. In such circumstances, results-based performance measures shall be developed for the team. Individual employee performance plans shall then be developed for each team member to include the team performance measures in whole or in part, together with any desired or needed performance measure(s) specific to the employee including their individual development plan or continuous improvement performance measure.
- (6) The agency shall adopt the following uniform scoring and rating system for use by each supervisor to facilitate consistency in employee performance evaluations throughout the agency:
- (a) a total of 100 possible points for an employee performance plan distributed by the relative weight assigned to each performance measure.
- (b) a rating system of 1 through 5 based on the annual evaluation of total points achieved.
- 90-100 total points achieved equals an overall rating of 1: Outstanding - Highest possible level of performance. Employee 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 employees achieve results at this level.
- 80-89 total points achieved equals an overall rating of 2: Exceeds expectations - Employee consistently exceeds standards and expectations of the position and may perform at an outstanding level in some areas.
- 70-79 total points achieved equals an overall rating of 3: Meets expectations - Employee performance fulfills established standards and job expectations. Work is consistently performed at an acceptable level and at times may be performed at a higher level. Results are those expected of most employees successfully performing their jobs.
- 60-69 total points achieved equals an overall rating of 4: Does not fully meet expectations - Employee performance does not consistently satisfy position requirements, but employee has shown the aptitude, interest and/or skills needed to attain them. Improved sustained results need to be shown within a limited time period.
- Less than 60 total points achieved equals an overall rating of 5: Unacceptable - Employee performance clearly fails to meet standards and the employee does not demonstrate the aptitude and/or interest to perform job successfully. Immediate sustained improvement must be shown.
- (7) Each year for executive and management service employees and classified employees, each supervisor shall complete an annual written performance evaluation for each employee supervised based on the employee's individual performance plan to include:
- (a) input on the employee's performance during the plan year from other employees, peers, managers, customers, etc. with knowledge of the employee's job performance as determined relevant by the supervisor.
- (b) a performance discussion between the supervisor and the employee regarding the results of the performance plan. Each employee shall have the opportunity to provide input, examples of work and a self-evaluation for the supervisor's consideration.

- (c) documented performance achievements and/or deficiencies.
 - (d) points achieved for each performance measure, total points achieved for the plan and an overall rating according to agency's adopted scoring/rating system described above.
 - (e) a review of all subordinate employee ratings with other supervisors in the same organizational unit or peer organizations within the agency for rating consistency PRIOR TO FINALIZING AND COMMUNICATING THE PERFORMANCE RATING TO EACH EMPLOYEE.
 - (f) a discussion of the evaluation rating with each employee and notice to the employee of the opportunity to attach written comments on the evaluation. The supervisor, employee and appropriate reviewer shall sign and date the completed performance evaluation.
- (8) The supervisor is responsible to transmit a copy of the completed and signed performance evaluation for each employee to the agency's personnel office prior to the employee's performance appraisal date. Except for trial service, the supervisor has the option to complete a performance evaluation for a new employee with less than four months of service.
 - (9) The agency's personnel office is responsible for entering a numerical rating or a Y (yes) into the PPDB employee system to indicate the employee received a written performance evaluation.
 - (10) All employees new to the agency or supervisory unit (unless they are in their trial service period) who have been with the agency a minimum of four months prior to the end of a performance plan year shall have a performance plan and evaluation in accordance with this policy. A performance evaluation shall be completed for each trial service employee prior to the completion of their trial service.
 - (11) Performance evaluations cannot be appealed by an executive or management service employee. Classified employees may appeal their performance evaluation according to the agency's grievance process.
 - (12) Any employee disagreeing with his/her performance evaluation may prepare written comments or rebuttal within 30 calendar days of receiving the evaluation. This rebuttal shall be attached to the evaluation form and become part of the official record.
 - (13) The agency's personnel office shall evaluate the agency's performance management plan and process annually for compliance with established requirements and overall agency rating consistency. They shall make recommendations to modify the plan as necessary.

Attachment C**Model B****PERFORMANCE MANAGEMENT PLAN MANAGEMENT AND EXECUTIVE SERVICE****(1) Performance Management System**

(a) This system is established consistent with State HR Policy 50.035.01 and shall serve as the agency's Performance Management Plan.

(b) A performance management evaluation shall be completed for all employees new to the agency or supervisory unit with a starting date at least four months prior to the end of the performance plan year and each employee prior to completion of trial service. Except for trial service, supervisors have the option to complete performance evaluations for new employees with less than four months of service. In addition, all trial service employees shall receive an informal interim performance review at least twice during the trial service period. A performance management evaluation shall be completed for each regular status employee annually. In addition to the annual evaluation, all regular status employees shall receive an informal interim performance review at least once during the review period.

(c) The appointing authority may select standard performance measures to be used in evaluating employees. In addition to agency standard measures, unless the appointing authority has directed otherwise, supervisors may select other performance measures to be used in evaluating individual employee performance. The performance measures for managers and supervisors shall contain the effectiveness of their affirmative action objectives.

(d) The agency appointing authority shall be responsible for determining the total number of points that will be possible to achieve on the performance management evaluations (agency standard) and for developing a method of converting the points to the three required rating levels used for the final score.

Using the agency standard on the total number of points possible to achieve on the overall performance management evaluation, agency supervisors/managers shall be responsible for determining the number of points possible to achieve on each individual performance measure. Unless the appointing authority has directed otherwise, supervisors/managers may weigh the individual performance measures based on importance in meeting job goals and expectations.

(e) Performance measures, expectations, goals and objectives, and an individual development plan shall be identified for each employee and discussed with the employee prior to the start of each review period. This information shall be documented on the Performance Management Evaluation form.

(f) Supervisors shall be responsible for evaluating employees on each identified performance measure and for providing on the Performance Management Evaluation form examples of the employee's work which illustrates the rationale for the rating given. Performance Management Evaluations shall make reference to prior documentation or discussion of performance deficiencies.

(g) Performance management evaluations shall be due in the agency's personnel unit prior to the employee's performance appraisal date. They shall be completed on the standard Performance Management Evaluation form.

(h) The appointing authority shall assure that each performance management evaluation form is completed, signed, and discussed with the employee by the due date and that each employee is provided with a copy of the signed form.

(i) The agency's personnel office is responsible for entering a numerical rating or a Y (yes) into the PPDB employee system to indicate the employee received a written performance evaluation.

(j) Performance management evaluations may be appealed to the next level of review up to the agency head. Additionally, if an employee disagrees with the evaluation, after review of the evaluation with the supervisor and/or next level of review, the employee has the option to prepare a written rebuttal to the evaluation within 30 calendar days of receiving the evaluations. This rebuttal shall be attached to the performance management form and become part of the official record.

(2) Performance Management Process

Beginning of Review Period

(a) At the beginning of the review period, unless the appointing authority has directed otherwise, the supervisor identifies the performance categories, measures, expectations, goals and objectives for each subordinate. The supervisor also includes any performance measures that have been identified as an agency standard.

(b) Unless the appointing authority has directed otherwise, the supervisor identifies the number of points possible to achieve on each performance measure and documents this on the form as "Points Possible".

(c) Supervisor and employee meet to discuss the identified performance measures, expectations, goals and objectives and together they decide on an individual development plan that will assist the employee in performing the job and bring greater job satisfaction. The employee signs the Performance Management Evaluation form acknowledging understanding of the performance measures, expectations, goals and objectives on which the employee will be evaluated during the next review period.

(d) Supervisor and employee decide on the date of the mid-period informal review.

(3) Mid-Period Review

(a) Supervisor and employee meet to informally discuss performance up to that point and to review performance categories and measures. This review allows both individuals to provide feedback regarding employee performance prior to the formal evaluation and to review and make any changes to the performance measures determined to be necessary due to changes in the work assignment or environment.

(b) Supervisor and employee sign and date Performance Management Evaluation form acknowledging the review.

(4) Performance Review

(a) Supervisor rates performance of employee on each of the identified performance measures, indicating on the Performance Management Evaluation form both the level of work performed and the

number of points achieved on each measure. Supervisor indicates on the form examples of the employee's work supporting the rating given on each measure.

(b) Supervisor totals the points the employee has achieved and, using the point conversion developed by the appointing authority, determines the final rating the employee will receive.

(c) Unless the appointing authority has directed otherwise, supervisor identifies the performance categories, measures, goals, expectations and objectives that will be used to evaluate the employee during the next review period. Note: these may be the same as those previously used.

(d) The Performance Management Evaluation form is submitted for review and signature by both the reviewer and appointing authority prior to meeting with the employee.

(e) Supervisor and employee meet to discuss the supervisory ratings, discuss performance categories, measures, goals, expectations, objectives identified for next review period, and decide on employee development plan for next review period.

(f) Supervisor and employee sign Performance Management Evaluation form and employee is provided a copy of the form.

(g) Copy of completed form is provided to the agency's personnel office.

(h) Agency's personnel office enters the numerical rating or a Y (yes) into the PPDB employee system to indicate the employee received a written performance evaluation.

RATING LEVELS

1 - EXCEEDS EXPECTATIONS: Performance at this level significantly and consistently exceeds the established job requirements and performance measures, goals, and expectations of the job. Work quality and quantity are of the highest caliber. This level contributes unique and innovative solutions to even the most difficult problems.

3- MEETS EXPECTATIONS: Performance at this level consistently meets and may, at times, exceed the established job requirements and performance measures, goals, and expectations of the job. At the high end of this level, performance is that of a fully competent performer in all areas. This employee meets the high standards that the State of Oregon requires of all its employees. At the low end, the employee, on balance, has met most of the required performance measures, goals and expectations of the job but may not have reached all of the agreed upon standards of quality/quantity/time constraints for the accomplishment of those objectives.

5 - DOES NOT MEET EXPECTATIONS: Performance at this level is consistently below the expectations of the job. Although some employees at the high end of this rating may meet some of the established job requirements and performance measures, goals and expectations of the job, on balance, they have failed to satisfactorily complete expectations. This level of performance indicates the immediate need for the improvement of performance (may require training, instruction, use of acquired knowledge and skills). It is expected that an employee would not remain in this category without further action, disciplinary or otherwise.