



## FAQs from Performance Management Training

1. If an employee receives a “below contributor” rating in any area can he or she still receive an overall “extraordinary” rating?

*Answer: Yes. When determining an employee’s overall performance rating, the supervisor must consider the employee’s performance during the entire performance cycle, including how the employee met performance measures for core responsibilities, special assignments, and agency/departmental objectives noted in his/her plan. If the employee has received at least one "Acknowledgement of Extraordinary Contribution" during the performance cycle and the supervisor does not consider the area in which the employee failed to perform to be of high importance, the overall rating may be "Extraordinary Contributor."*

2. Has an Administrative Transfer policy been developed?

*Answer: Management-initiated lateral transfers now are called Reassignments within the Pay Band and are addressed in the Compensation Policy.*

3. Can PMIS do the calculations for agencies' performance increases; *i.e.*, can PMIS be designed to automatically calculate employees' increases when the agency enters the percentage increase?

*Answer: We plan for salary increases to be calculated as described below:*

- a. First, agencies will enter the performance ratings for their employees.*
- b. Then, they will enter the percentage increases that they plan to give employees rated "Contributor" and "Extraordinary Contributor."*
- c. Based on these percentages, PMIS will compute a preliminary new salary for each employee.*
- d. PMIS also will total the new salaries for all employees, compare the total with the funds available to the agency for performance increases, and advise the agency if available funds are underutilized or exceeded.*
- e. If the agency has exceeded the available funds, one or both of the percentages entered in step b above will have to be revised downward. Agencies should revise one or both of the percentages upward if they have underutilized available funds.*
- f. The process described above is repeated until the agency is satisfied with the distribution of salary increases and notifies PMIS to apply the increases effective November 25<sup>th</sup>.*

4. When will agencies know how much is allocated for increases?

*Answer: The Governor's budget, which is submitted to the General Assembly on December 20<sup>th</sup> of each year, identifies the proposed average performance increase. The approved amount will be known after each General Assembly session.*

5. Upon which payroll will the increases (amounts given to the agency) be based? Will the amount be based on filled positions or FTEs?

*Answer: FTEs are not part of the calculation except that DPB uses the fund split for the agency position level in the Appropriation Act to determine what proportion of the agency personal service budget is funded with General Fund dollars. Agencies receive dollars from central appropriations only to cover the general fund costs of statewide salary actions. DPB will base its allocations for performance pay and pay practices using actual agency General Fund expenditures for salaries. According to DPB, they will select a month and annualize the cost. In the past, DPB has selected a month (generally May) upon which the calculations are performed. However, we have asked DPB to base the figure on an agency's 4/25 payroll.*

6. Will DHRM convene a meeting with DPB and DOA representatives along with agency representatives to insure that everyone understands the new performance increase formula, especially the targeted % and how it impacts everyone?

*Answer: There will be sufficient training on the use of the formula. DPB will work with budget staff and DHRM will work with HR staff. Examples that are included in the policy may help with understanding the performance increase formula. Also, as described above, the calculation process will be automated.*

7. Can agencies give all employees identified Contributors and Extraordinary Contributors 100% of the average performance increase and then give bonuses under the Rewards and Recognition system or with non-base Pay Practices if or when any employee receives an Extraordinary Contribution form?

*Answer: Yes, if the agency decides to approach performance increases in that way. Agencies also need to consider the intent of the new performance evaluation policy and other options available before making such decisions.*

8. Will there be one place that agencies can go and get the SOC and EEO Codes?

*Answer: Yes. SOC codes are being developed now and, until they are available, the old class codes are to be used. All positions now have EEO codes assigned to them. These codes should not change unless the roles to which the positions are assigned should change. All code information will be available through the DHRM website.*

9. When and how do you implement a management-initiated disciplinary/performance related pay action? Can the management-initiated performance-related pay actions be taken independent of the annual performance review or Standards of Conduct?

*Answer: Policy 1.40, Performance Planning and Evaluation, strongly encourages agencies to provide performance feedback throughout the performance cycle. Accordingly, action can be taken to address performance at any time during the performance cycle. However, management-initiated disciplinary/ performance-related pay actions must be applied only in conjunction with the annual performance review for employees rated Below Contributor or the Standards of Conduct Policy. These processes are addressed in each policy.*

10. How can we help supervisors explain or articulate to their employees what is meant by “Extraordinary Contributor”?

*Answer: This must be determined within the agency. The scenario in the performance management video contains an example. In addition, the following example may be useful:*

Marsha Jones is a receptionist at a very busy district office. She answers calls in a professional manner, makes certain that employees get their messages, and pages employees when appropriate. She keeps track of management schedules as best she can so she knows when the PR manager, for example, is taking a lunch break. Marsha rarely calls in sick, is punctual, reliable and has a pleasant personality. She does her job and does it well, so therefore Marsha is a Contributor.

Joan Smith also is a receptionist. She performs all the duties that Marsha does. Like Marsha, Joan performs all of her responsibilities in a satisfactory manner, but she went beyond the call of duty and worked with public affairs to design a simple information system to help her keep track of major construction projects and lane closures. Joan was able to answer numerous general questions by citizens without having to take messages. This saved time for busy managers or workers who otherwise would have had to answer a slew of routine questions. Joan’s information system also increased customer satisfaction. Callers were able to get their information right away instead of being referred to another person. As a result of developing the system, Joan received an Acknowledgement of Extraordinary Contribution Form and, at the end of the performance cycle, an evaluation of extraordinary contributor.

11. For compliance with FLSA, should percentages be used with Core Responsibilities on the Employee Work Profile (EWP)?

*Answer: Percentages have been added to the form. The form is an attachment to Policy 1.40 and can also be found in Appendix E of the Human Resource Management Manual.*

12. Is there an appeal process for the Work Description and Performance Plan itself? In other words, if the employee disagrees with his or her supervisor regarding the plan for the next year (core responsibilities, special assignments, etc.), can the employee appeal that?

*Answer: There is no formal appeal process for the performance plan. Performance plans are developed by the supervisor and approved by the reviewer prior to being presented to the employee. Employees may be involved in the plan development, but it is not required. Employees have an opportunity to discuss performance plans and measures, but it is the supervisor who ultimately is responsible for developing the performance plans. Reviewers have an important role during their review to ensure that the plans appear appropriate for employees' jobs.*

13. Government employees have the right to see what's written about them. Does that give them the right to read 360° evaluations pertaining to them?

*Answer: Several privacy issues have been raised as a part of Compensation Reform. We have asked the Office of the Attorney General for guidance on this and other privacy questions. The information we receive will be relayed to agencies.*

14. Is DHRM going to develop (or have they already developed) forms for the sources of feedback used for 360° evaluations?

*Answer: The Performance Management Team will develop a template that agencies can use or agencies may develop their own.*

15. What forms need to be completed for a probationary employee to receive an increase?

*Answer: Refer to Policy 1.45, Probationary Period Policy, or Policy 1.40, Performance Planning and Evaluation. The probationary progress review (or agency) form will be used to support performance increases at the end of the probationary period. The employee's hire date impacts which form is used. For example, the EWP may be used in lieu of the probationary progress review form for employees who are hired between October 25 and January 24.*

16. What happens if a probationary employee's performance declines and he/she is no longer a contributor before the probationary period is over?

*Answer: Policy 1.45 allows agencies to terminate the employee before the end of the probationary period. The agency also has the option to extend the probationary period up to another 6 months for performance reasons.*

17. Can an employee receive an overall evaluation of "Below Contributor" if the employee is rated "Below Contributor" on one of the objectives listed in Section 38 of the EWP, "Agency/Department Objectives - Rating Earned," but also is rated as a "Contributor" or above in all of their core responsibilities?

*Answer: When determining an employee's overall performance rating, the supervisor must consider the employee's performance during the entire performance cycle, including how the employee met performance measures for core responsibilities, special assignments, and agency/departmental objectives noted in their plan. If the employee has received at least one Notice of Improvement Needed/Substandard Performance form during the performance cycle and the supervisor considers the objective the employee failed to perform to be of high importance, the overall rating may be "Below Contributor."*

18. Can the receipt of a Written Notice form under the Standards of Conduct Policy substitute for the receipt of a Notice of Improvement Needed/Substandard Performance form and result in an overall performance rating of "Below Contributor?"

*Answer: No. A Notice of Improvement Needed/Substandard Performance is not a disciplinary action. It is a tool used by supervisors to inform employees that they need to improve their performance and as a means to assist them by providing or working with the employee to develop a plan for improvement. The receipt of Written Notices may be taken into consideration by supervisors in determining employees' overall evaluation ratings, but Written Notices do not substitute for the receipt of a Notice of Improvement Needed/Substandard Performance.*

19. Can the employee receive a Notice of Improvement Needed/Substandard Performance form if they violated a Standard of Conduct?

*Answer: Yes. In some cases, supervisors may decide to issue a Notice of Improvement Needed/Substandard Performance prior to issuing a Written Notice. This would be more likely to occur when the violation relates to work performance issues. In this situation, the Notice of Improvement Needed/Substandard Performance would be considered similar to a counseling memorandum. A supervisor also may decide to issue a Notice of Improvement Needed/Substandard Performance when a Written Notice is issued under the Standards of Conduct Policy. This would be more likely to occur when job performance has not improved. However, as stated previously, any Written Notices that have been issued during the performance cycle can be considered when the supervisor constructs the annual evaluation.*

20. If a "Non-Contributor" stays in the same position and is re-evaluated as a "Contributor" prior to the end of the 3-month period, is he or she eligible for a performance increase?

*Answer: No. This provision has not changed from former Performance Evaluation policies. The employee would not receive a performance increase for that performance cycle.*