



## Department Policy No. HR-204-09

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| <b>Title:</b>                 | Managing Employee Performance  |
| <b>Authorizing Source:</b>    | WAC 357-37-030<br>WAC 357-58-410   |
| <b>Information Contact:</b>   | Human Resource Director<br>Building #33 (253) 512-7941   |
| <b>Effective Date:</b>        | March 23, 2009   |
| <b>Revised:</b>               | June 1, 2012   |
| <b>Mandatory Review Date:</b> | June 1, 2016   |
| <b>Approved By:</b>           | <br>Timothy J. Lowenberg, Major General<br>The Adjutant General<br>Washington Military Department Director |

### Purpose

Establish guidance for completing and submitting a Performance and Development Plan (PDP).

### Applicability

This policy applies to all state employees of the Washington Military Department (WMD). This policy does not apply to federal personnel to include Active Guard Reserves (AGRs), traditional guardsmen in a federal military status or military technicians.

### Policy

1. The WMD is committed to a performance based culture that promotes employee productivity and engagement, links employee performance goals with organizational goals, and delivers effective services to our customers.
2. The PDP will be used to develop collaboration and communication between a supervisor and an employee during the performance planning and evaluation process.

The PDP focuses on results and the development and exercise of those knowledge, skills, and abilities critical to operational success.

3. Managers and supervisors must provide feedback and formally evaluate the performance of a/an:
  - a. Probationary employee,
  - b. Permanent employee during a trial service period,
  - c. Employee during a transition review period,
  - d. Washington Management Service (WMS) employee during their review period; and
  - e. Permanent employee on an annual basis.
4. Performance evaluations for permanent employees shall be completed once annually no later than 30 days after the employee's anniversary date.

To ensure consistency in how evaluations are completed, the following schedule should be followed.

5. For review period appointments (probationary, trial service, transition or WMS review), and to ensure consistency in how evaluations are completed, the following schedule shall be followed:
  - a. Within the first four weeks of employment, parts one through three of the PDP template will be completed with the employee. This documents the key performance and competencies expected of the employee. Once complete, the PDP is signed and a copy is kept by the supervisor and employee. The original is sent to the Human Resource office to be tracked and kept in the official personnel file.
  - b. Before the employee reaches permanent status in the position (six months probationary, trial service, and transition review unless noted otherwise; and 12 months for WMS review periods) the PDP Evaluation must be scheduled and completed. At that time, the Expectations are reviewed and a discussion should address how well and/or how frequently the employee demonstrated the key expectations and met the key competencies.
  - c. Upon completion of the evaluation, a new performance cycle begins. The supervisor makes arrangements to prepare a new set of Expectations for the upcoming performance period. This will begin with an updated set of Expectations. The next evaluation will take place one year from the employee's anniversary date.
6. After consulting with Human Resources, the Manager/Supervisor may extend the probationary/trial service period for an individual employee or for all employees in a class as long as the extension date does not cause the total period to exceed 12 months.

Before a review period may be lengthened beyond six months, the performance development process must be completed.

7. Human Resources will notify each supervisor at least one month prior to the due date of the annual evaluation for their employee(s). Reminders will be sent 60 and 90 days prior to the due date of the annual evaluation.
8. Human Resources will notify each supervisor of due dates of trial service and probationary evaluation at least thirty days prior to the end of that period.
9. The original copies of the completed PDPs which consist of the completed Expectations and Evaluation forms signed and dated by the employee, manager, and reviewer, will be retained in the employee's permanent personnel file in the Human Resource office.

Represented employees must refer to their Collective Bargaining Agreement (i.e. WFSE – Washington Federation of State Employees and WPEA – Washington Public Employees Association).

## **Responsibilities**

### **Executive Management**

- Establish and communicate the organizational mission and performance goals
- Ensure that the performance management process is consistent with the WMD's business practices and values
- Ensure accountability

### **Division Directors**

- Develop and communicate their division's goals, priorities and performance indicators
- Ensure that all supervisors are trained and competent in performance management processes and techniques
- Monitor quality of division products
- Ensure accountability

### **Managers**

- Understand their role in achieving WMD objectives
- Ensure that all PDPs are completed on time
- Ensure that all PDPs are quality, measurable and actionable and are aligned with the Agency Strategic Plan
- Ensure open communication with the employee during the evaluation process

## **Employees**

- Understand their role in achieving WMD objectives
- Perform work as assigned and meet job standards and expectations
- Maintain competencies required of the position
- Share responsibilities for developing their own PDP
- Actively pursue training and development opportunities as a part of their Individual Development Plan

## **Human Resources Director**

- Provide oversight of the PDP process to include consultation and training
- Provide monthly report to the Executive Management Team (EMT) on the performance evaluation system strengths and opportunities as well as compliance results by Division and Manager

## **Definitions**

**Performance and Development Plan (PDP)** – Expectations and Evaluation to support effective employee performance management to measurable and actionable goals.

**Probationary Period** – The initial period of employment following certification and appointment to, or reemployment in, the classified service. The probationary period continues for six to twelve months as determined under the provisions of Washington Administrative Code (WAC) or Collective Bargaining Agreement (CBA).

**Trial Service Period** – The initial period of employment following promotional appointment to a position in a new class or the initial period of employment following a transfer or voluntary demotion, or elevation when required by the employer under the provision of WAC 357-19-030. The trial service period will continue for six to twelve months as determined under the provisions of WAC or the CBA.

**When appointed as a result of a layoff - Transition Review Period** — The transition review period is a six-month evaluation period that allows the employer and employee to determine whether a placement into a position as a layoff option or appointment to a position from a layoff list or the general government transition pool is a good match.

**When appointed as a result of a transfer or promotion within Agency** - The transition review period is the 30 day period immediately following the effective date of the appointment. Each employee shall receive a transition evaluation from the losing supervisor from the date of their last evaluation but not to exceed one year up through their current appointment date to the new position. The gaining supervisor is responsible to prepare expectations within 30 days of the appointment date. Guidelines for trial service and probationary evaluations are followed accordingly.

**WMS Review Period** – The review period is a period of time, 12 months in duration, which can be extended up to 18 months, that allows an opportunity to ensure the WMS employee meets the requirements and performance standards of the position.