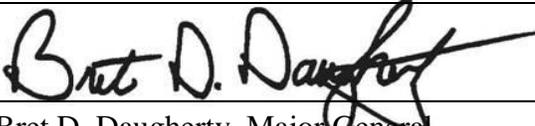




Department Policy No. HR-204-09

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| Title: | Managing Employee Performance |
| Authorizing Source: | WAC 357-37-030 WAC 357-58-410 |
| Information Contact: | Human Resource Director Building #33 (253) 512-7942 |
| Effective Date: | March 1, 2009 |
| Revised: | April 1, 2017 |
| Mandatory Review Date: | April 1, 2021 |
| Approved By: |  Bret D. Daugherty, Major General The Adjutant General Washington Military Department Director |

Purpose

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

Scope

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. Represented employees must refer to their Collective Bargaining Agreement (CBA). If not specified in the CBA, the policy directed guidance applies.

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.

3. The PDP focuses on results and the development and exercise of those knowledge, skills, and abilities critical to operational success.
4. 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.
5. 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.
6. Expectation / Evaluation Due Date Schedule: To ensure consistency in how evaluations are completed, the following schedule should be followed.
 - a. Review period appointments (probationary, trial service, transition or WMS review):
 - i. Within the first 14 days 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.
 - ii. Before the employee reaches permanent status in the position the PDP Evaluation must be completed. This should be done prior to the 5th month from appointment. During the evaluation, 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.
 - iii. After consulting with Human Resources, the Manager/Supervisor may request to extend the probationary/trial service period for an individual employee as long as the extension date does not cause the total period to exceed 12 months.
 - iv. Upon completion of the probationary, trial service, or review period a new performance cycle begins. The supervisor makes arrangements to prepare a new set of Expectations for the upcoming performance period. The next evaluation will take place one year from the employee's anniversary date.
 - b. Annual Evaluations: Performance evaluations for permanent employees shall be completed once annually no later than 30 days after the employee's anniversary

date.

- c. Closeout Evaluations when an employee promotes, transfers or separates or for non-permanent employees without state status. It is recommended but not required for supervisors to complete evaluations for employees who promote, transfer and separate within 30 days of the employee leaving their position.
- d. When a Probationary or Trial Evaluation is due within 30 days of an Annual Evaluation; the Probationary or Trial Evaluation will take precedent. The manager can waive the Annual Evaluation, because the Probationary or Trial Evaluation stands in lieu of the Annual Evaluation.
- e. Washington Management Service (WMS)
 - i. WMS Review Period: During the WMS Review period of 12 months, expectations are due within 14 days of appointment date, and a 6 month review evaluation is due six months from the date of appointment. When a WMS Review period evaluation is completed at the sixth (6th) month and the employee gains permanent status in the WMS position, their next evaluation will not be due until the following annual cycle date of July 1 to August 31.
 - ii. WMS Annual Review: The established WMS Evaluation cycle within WMD is between July 1 and August 31 every year.

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 of managers to meet all supervisory responsibilities

Division Directors

- Develop and communicate their division's goals, priorities and performance indicators to their staff
- Ensure that all supervisors are trained and competent in performance management processes to include writing and delivery
- Monitor quality of division products
- Ensure accountability that quality evaluations are provided to every employee

Managers

- Understand their role in achieving WMD objectives
- Ensure the P.D.P. process is followed

- 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
- Include those competencies selected from the MIL Department Leadership Competency Model which will allow the employee to achieve personal, as well as division strategic goals
- 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

- Provides oversight of the PDP process to include consultation and training
- Provides 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.
- Human Resources will publish a monthly report to record the current annual evaluation status, and provide a color-coded tracker to indicate annual evaluations due within the next 30, 60, and 90 days

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.

WMS Review Period – The initial period of employment following appointment into a WMS position. The review period will continue for 12 months with the ability to extend it to 18 months as defined under the provisions of the WAC.

Transition Review Period – When appointed as a result of a layoff. 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.

EXPECATIONS / EVALUATION DUE DATES (QUICKVIEW)

General Government Employees

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| Prob./Trial Expectations | Due within 14 days of appointment date |
| Prob./Trial Evaluation | Due five months from appointment date |
| Annual expectation/evaluation | Within 30 days of the anniversary date |

WMS Employees on 12 month review period

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| Expectations | Due within 14 days of appointment date |
| Review Evaluation | Due six months from appointment date |
| Annual Evaluation | Due between July 1 and August 31, following the 6 month Review Evaluation; and every year thereafter. |