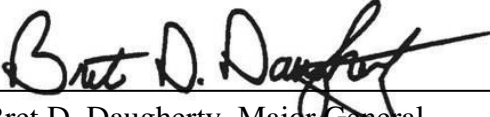




Department Policy No. HR-204-09

Title:	Managing Employee Performance
Authorizing Source:	WAC 357-37-030 WAC 357-58-410
Information Contact:	Human Resources Director Building #20B (253) 512-7940
Effective Date:	March 1, 2009
Revised:	August 15, 2021
Mandatory Review Date:	August 15, 2025
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 Reserve (AGR) members, traditional guardsmen in a federal military status or military technicians. Employees in represented positions should 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 that include the 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 Resources 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 objectives 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 Resources Office to be tracked and kept in the official personnel file.
 - ii. Before the employee obtains permanent status in a 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 performance 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 (18 months for WMS).
 - iv. Upon completion of the 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 period will be set based on

the employee's anniversary date and annually each year thereafter.

- 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.
- d. Review Period Evaluations that are due within 30 days of Annual Evaluations: When this occurs, the review period evaluation will take precedent. The manager may waive the annual evaluation in lieu of the review period evaluation.
- e. Washington Management Service (WMS)
 - i. WMS Review Period Evaluation: An interim review evaluation is due six months from the date of appointment. Upon the employee gaining permanent status and an interim review evaluation completed, the next evaluation is due by the following annual cycle date of July 1 to August 31.
 - ii. WMS Annual Review: The established WMS Evaluation cycle within WMD is July 1 and August 31.

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 PDP 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 to 18 months as defined under the provisions of the WAC.

Transition Review Period – When appointed due to a layoff. The transition review period is a six-month evaluation period that allows the employer and employee to determine which of these options is the best match:

- Placement into a position as a layoff option;
- Appointment to a position from a layoff list, or
- The general government transition pool.

EXPECTATIONS / EVALUATION DUE DATES (QUICKVIEW)

General Government Employees

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

WMS Employees

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