

Five-Point Rating Scale	
Label	Description
Exceptional Performer	Employee exceeded all performance expectations. Employee was an exceptional contributor to the success of his/her department and the state of Georgia. He/she demonstrated role model behaviors.
Successful Performer-Plus	Employee met all and exceeded most (more than 50%) of the established performance expectations.
Successful Performer	Employee met all performance expectations and may have exceeded some (less than 50%). Employee was a solid contributor to the success of his/her department and the state of Georgia.
Successful Performer-Minus	Employee met most (more than 50%), but failed to meet some (less than 50%) performance expectations. Employee needs to further improve in one or more areas of expected job results or behavioral competencies.
Unsatisfactory Performer	Employee did not meet all or most (more than 50%) of the established performance expectations. Employee needs significant improvement in critical areas of expected job results or behavioral competencies.
Not Rated	At the agency's discretion, a new hire or transfer within five months of the end of the performance period may or may not receive a performance rating.

Development Activities

- On-the-Job Experiences
- Special Projects
- Rotation Program
- Field Trips
- E-learning
- Alternatives to Classroom Training
- Inter- and Intra-Agency Teams
- Professional Conferences
- Classroom Training
- Informal Mentoring
- Formal Mentoring
- Coaching



Georgia Performance Management Process

Process and System Overview

A new performance management program will be implemented statewide effective July 1, 2009. The new process utilizes PeopleSoft ePerformance, a web-based technology. In the new environment, employee performance is measured based on goals and competencies. Employee involvement and individual development are important components of the new process.

Business Outcomes

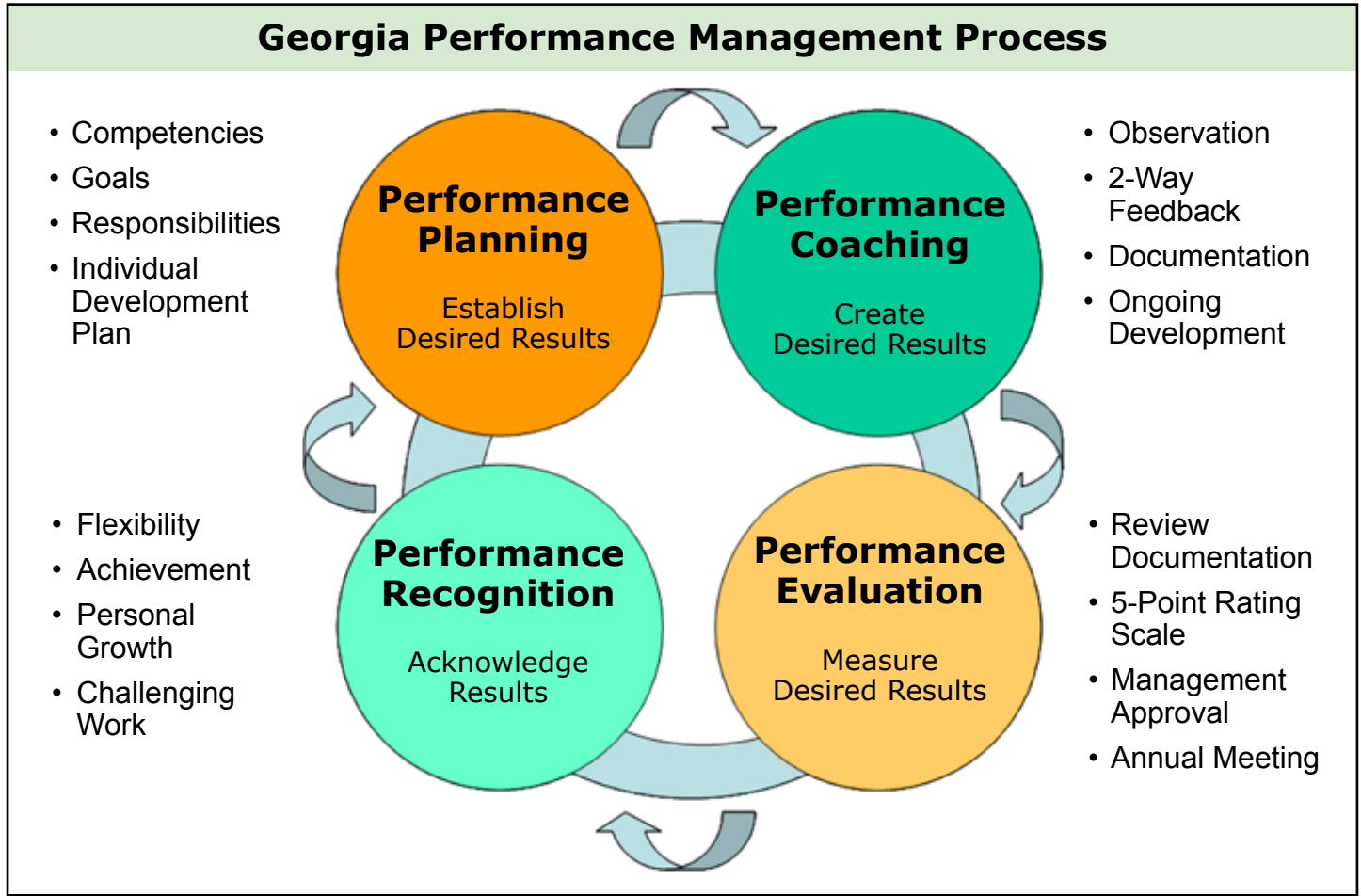
- Accountability driven throughout the organization
- Individual goals and objectives that are linked to agency goals, objectives, and strategic plans
- Expectations that are communicated clearly with measurable, objective criteria
- Opportunities to provide feedback to individuals and move them toward exemplary performance
- Differentiation of performance – distinguishes high potential employees
- Optimization of human capital to identify and develop key talent

Performance Management Process Design

- **Behavioral Competencies**
 - Core competencies – required of all employees
 - Leadership competencies – required of all managers
- **Goals**
 - Aligned with state and agency mission, vision, goals, and strategic objectives
 - Individual goals unique to position
- **Individual Development Plans**
 - Help identify where to best focus training dollars
 - Develop competencies and skills for the present and the future
- **5-point rating scale to better differentiate performance**

ePerformance System

- Software networked and integrated
- User-friendly
- Traceable and auditable
- Web-based and “paperless”
- Self-service
- Enterprise-wide utilization



Georgia Performance Management Process Timeline

	Planning Phase				Mid-Year Review		Annual Evaluation
	June	July	August	September - December	December - January	February - June	June-July
HR	Create Documents	Questions from managers & employees	Approve plans (if required)	Serve as agency SME	Mid-year evaluation (monitor, review, approve)	Serve as agency SME	Annual evaluation (monitor, review, approve)
Monitor and update Reports To Serve as SME to Managers and Employees							
Managers	Review webcast; Begin thinking about goals	Collaborate with employee to develop performance plan; Create plan	Get plan approved (if required); Performance notes	Performance notes; Work with employees on execution of plan	Mid-year review; Meeting with employee; Conduct evaluation	Performance notes; Work with employee on execution of plan	Review employee feedback; Complete annual review; Meet with employee
Ongoing Coaching and Development							
Employees	Look at webcast; Think about goals	Collaborate with manager to develop plan	Begin plan execution; Performance notes	Performance notes	Self-evaluation; Meet with manager to discuss progress	Performance notes	Self-evaluation; Review achievements with manager; Meet with manager
Execution of Performance Plan and Obtaining Feedback							

Statewide Competencies

Core Competencies		Leadership Competencies
<ul style="list-style-type: none"> ■ Customer Service ■ Teamwork and Cooperation ■ Results Orientation 	<ul style="list-style-type: none"> ■ Accountability ■ Judgment and Decision Making 	<ul style="list-style-type: none"> ■ Talent Management ■ Transformers of Government

Goal Alignment / Cascading Goals



What is a "SMART" Goal?

- **Specific** – Precise, Definite, Clear, Understandable: *Exactly what I am going to do.*
- **Measurable** – Standard, Assessment, Exact: *What will success look like? (numbers, percents, etc.).*
- **Achievable or Attainable** – Reachable, Feasible: *This is possible for me to do.*
- **Relevant** – Within **my** job scope: *How does this relate/contribute to my job?*
- **Time-bound** – Time frame, Ending point, Finish: *When (dates) am I actually going to do this?*

PERFORMANCE COACHING

Four goals of coaching:

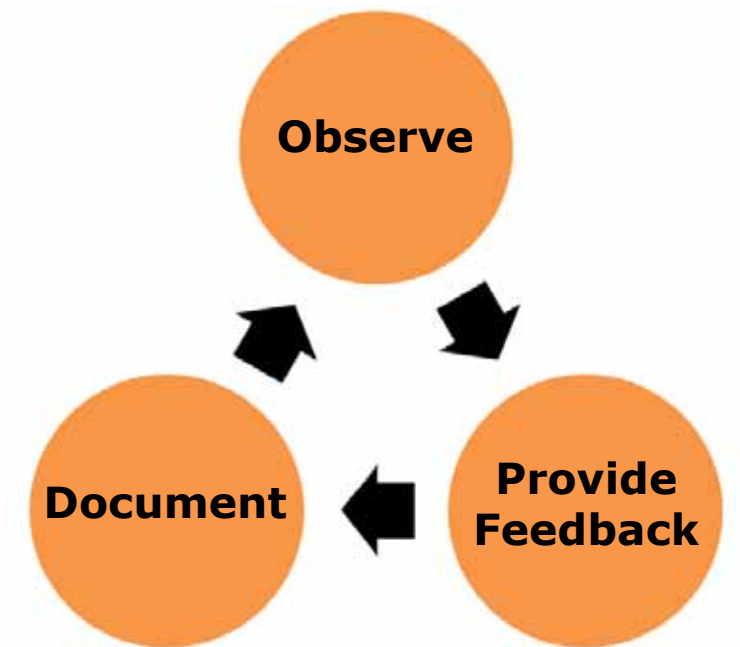
1. To **begin** an effective behavior
2. To **help** employees **correct** deficiencies
3. To **encourage** continued good performance
4. To **stretch** performance to next level

Positive Feedback Approach

1. Describe behavior/result
2. Describe why the behavior is important
3. Obtain employee input
4. Encourage repeat performance

Corrective Feedback Approach

1. Describe what the employee is doing or not doing that is unacceptable
2. Describe the effects of the behavior/results
3. Ask for the employee's input (listen/probe)
4. Describe/restate the expectation
5. Ask for a solution; gain commitment
6. Follow up



Performance Recognition

Types	Incentives
Flexibility	<ul style="list-style-type: none"> • Telework/flex time • Freedom in approach to work
Achievement	<ul style="list-style-type: none"> • Stretch goals • Additional roles and responsibilities
Personal Growth	<ul style="list-style-type: none"> • Educational opportunities • Ways to gain marketable skills
Challenging Work	<ul style="list-style-type: none"> • Interesting/visible projects • Opportunities to improve/innovate

