

# Performance Matters

Combining a standardized performance evaluation tool and clear employee expectations to drive a culture of accountability in state government



June 2014

## Key Dates:

### June

Reminder notifications will continue throughout June for managers to complete evaluations ending June 30 and set expectations for the July 2014 - June 2015 evaluation period

### June 30

Closing date for the Jan. 1 – June 30, 2014 evaluation period

### July 1

The July 1, 2014 – June 30, 2015 evaluation period begins

### Aug. 29

Final day to complete performance evaluations for the Jan. 1 – June 30, 2014 evaluation period

### Aug. 30

Administrative close out of all incomplete evaluations for the Jan. 1 - June 30, 2014 evaluation period

## Resources:

We encourage employees, managers and human resource professionals to frequently visit the [Performance Matters Initiative Web page](#).

This page now offers new online [SMART Performance Management training](#) on assessing performance and rating expectations. You will find other valuable resources and updates - including [samples of performance expectations](#) - to aid managers in the development of SMART expectations and the use of the online performance evaluation module.

## Performance Matters Update - June

Congratulations on the first six months of implementing SMART expectations! At this point, managers should have begun to communicate with employees about the performance evaluation process and should be fully engaged in analyzing the effectiveness of their current expectations and measurements. The Performance Matters methodology involves a four-step process: implementing SMART expectations, monitoring performance, reviewing measurements and expectations, and readjusting them for the next evaluation period, as necessary.

### Evaluation Close Out for Jan. 1 - June 30, 2014

A new online version of the [SMART Performance Management training](#) is now available on the Performance Matters Web page. This training introduces techniques to manage employee performance and write SMART expectations. It is a great resource for new supervisors and as a refresher for supervisors who attended face-to-face training.

Agencies should have ensured that managers set expectations for all employees for the January - June evaluation period. If expectations have not been set, managers must enter these into the system and employees must acknowledge them in order to complete the evaluation process in People First. Note: Employees whose expectations were never entered into the system will have their evaluations administratively closed on Aug. 30 and will be considered to be performing at a satisfactory level. Please remind managers to double check that all their employees have expectations in the system.

At this point, managers should begin collecting data necessary to close out evaluations. Managers' notes and employee performance documentation and data from assessing employee performance will help determine the appropriate rating for each expectation. In addition, it is a great practice to share SMART expectation examples within your agency, share timelines to keep managers on track, and continue offering expectation writing assistance so managers can prepare for the setting of expectations for the July 2014 - June 2015 evaluation period. Check with your HR office to find out your agency's internal deadline.

### Adjusting and Setting Expectations for July 1, 2014 - June 30, 2015

As we move into the first full annual evaluation period, managers will need to set (and revise, if necessary) expectations for the new period. The evaluation process will reveal aspects of the original SMART expectations that may need reassessing and adjusting. If altering an expectation or measurement procedure could make it more effective, then the manager should consider adjusting it for the upcoming full-year evaluation period beginning July 1. Some helpful questions when considering how to recalibrate a performance expectation include:

- Did the expectations encourage the outcomes you had hoped?
- Did you set expectations that are achievable and that drive meaningful performance? (Remember: a rating of 3 is successful and a 5, although difficult to sustain, is achievable.)
- Did the expectations accurately reflect the employee's essential duties and responsibilities?
- Do the measures that you are applying accurately capture the employee's level of contribution to the achievement of the work unit's goals?
- Are your methods or observations for measuring expectations resulting in an overly burdensome workload? Is there another viable approach for collecting the information?