

Performance Matters

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



October 2013

Key Dates:

Oct. 31

- Submit Methodology Checklist Certifying Agency Completion of SMART Expectations Training

Nov. 1

- Submit Agencywide Expectations to the DMS People First team

Nov. 5

- Managers Receive Final Performance Matters Initiative Survey

June – December

- Trained Managers Develop SMART Expectations

Dec. 20

- Submit Methodology Checklist Certifying Managers' Completion of SMART Expectations

Jan. 1

- SMART Expectations Take Effect

Mar. 1, 2014

- All Evaluations for the July 1 - Dec. 31, 2013, Period Completed in System

Resources:

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

It offers valuable resources and updates - including [samples of performance expectations](#) - that are useful during this critical time, as managers complete training, develop SMART expectations and begin using the online performance evaluation module.

Performance Matters Update - October

People First System

Managers and employees can now monitor and track employee performance through the Performance and Talent Management tab in People First. Managers who have not set expectations will receive routine reminders to log in and do so until the expectations are sent to the employees for acknowledgement.

Agencies Continue SMART Expectations Training for Managers

Agencies should be sure the final training sessions for managers emphasize how to set specific, measurable performance expectations tailored to the employee's daily tasks and long-term projects. When agencies complete their trainings on Oct. 31, managers should be equipped with the knowledge they need to create clear objectives based on identifiable metrics to track progress.

Trained Managers Develop SMART Expectations

Agency trainers are currently educating agency staff on performance management and crafting performance expectations using the SMART methodology. As these training events conclude, managers will establish SMART expectations for all employees. These will take effect Jan. 1, 2014.

Online Performance Matters Initiative Survey Results

In September, managers throughout state government completed the second phase of a survey designed to gauge their awareness and understanding of the Performance Matters Initiative. Of the 14,537 surveys distributed, 27 percent of the recipients responded.

- More than 99 percent of respondents are aware the state is implementing an objective, standardized approach to performance management.
- More than 86 percent understand the benefits of this approach to employee performance management.
- After completing training, 90 percent can complete evaluations and approximately 83 percent felt confident they can develop SMART expectations.

This survey aids the project team's understanding of its communication efforts' effectiveness. The team will administer a final survey in November to gauge the increase in awareness and understanding as managers employ the new system and methodology.

Tips for Success

As your agency completes its SMART expectations training, please consider the following tips. These should assist with a smooth, effective implementation of the Performance Matters Initiative.

- Collaborate with offices of similarly-tasked state employees and pool created expectations that agencies can share and customize. The Inspector General community created a spreadsheet of SMART expectations that is now available in the [Performance Matters Initiative Toolkit](#).
- Consider speaking with top performers during the original SMART expectation development stage in order to gain feedback and validation.
- Review [performance expectation samples](#) on the initiative's Web page.
- Think of supervised employees as team members. Review the newly created performance expectations with them to gather their input before the approval stage. This will help garner a higher acceptance level for the new evaluation process and the initiative in general.
- Provide additional system and methodology training (live or WebEx) throughout November and December for supervisors who need additional assistance while completing expectations.
- Make sure your entire human resource staff is well-versed on the initiative and available to assist managers and employees with questions that arise post training.