

# The State of Kansas Performance Management Process

# Objectives for Training

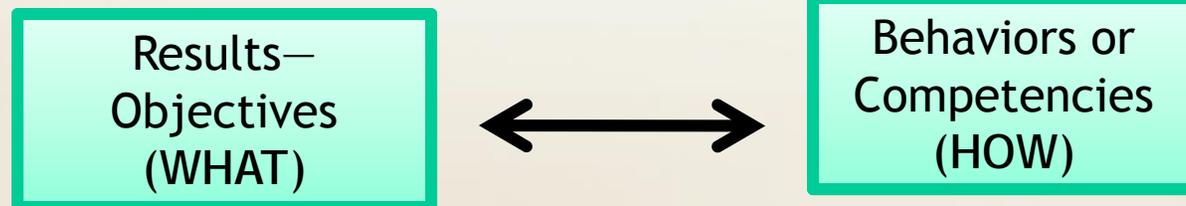
- Performance Review Form
- Components
- Special Reviews
- Document incidents
- Progressive Discipline

# Components of the process

- Performance Planning
- Coaching & Feedback
- Reviewing & Appraising Performance

# Performance Planning

## Task Objectives & Competencies/Behaviors



# Purpose of the Planning Discussion

- Motivate the employee toward mutually agreed objectives
- Address *what* an employee is to achieve (task objectives) and *how* it is to be achieved (competencies)
- Link the agency's mission and values to specific employee objectives
- Jointly set objectives that are challenging yet realistic
- Foster open communication between supervisor and employee as a foundation for effective coaching

# Task Objectives

- Task objectives are the actual work employees perform (tasks, duties, responsibilities, etc).
  - SMART
    - Specific, Measurable, Attainable, Relevant and Time based

## **Task Objectives**

***1. Provides daily phone coverage for assigned program area, except during scheduled breaks and lunch which includes providing accurate information and reasonable assistance to those contacting our office.***

***2. Enter requisitions for commodities with 24 hours of request. Enter appropriate information in SMART, including required fields in the purchasing module. Receive items in SMART as required. Use accurate funding and contract information on requisitions.***

***3. Ensure all paperwork received is processed properly within 3 days of being received. Proper processing includes entering complete and accurate information, providing correct guidance when needed and filing of paperwork.***

# Competencies/Behaviors

- Competencies are any knowledge, skill, trait, motive, attitude, value or other personal characteristic that assists in the performance of your job.
  - 8 Competencies
    - Problem Solving/Decision Making
    - Attitude/Accountability
    - Productivity
    - Teamwork
    - Customer Service
    - Communication
    - Job Knowledge/Professional Development
    - Leadership

	Competency/Behaviors	On-the-Job Suggestions/Examples
X	Problem Solving/Decision Making	I encourage you to take more initiative to resolve problems. Use and update your work manual to assist you in resolving problems. Every time a procedure changes or is not clear in the manual take the time to update it. If you go to your supervisor for guidance document that in the manual so the next time you may refer to the manual as opposed to going to the supervisor.
	Attitude/Accountability	
	Productivity	
	Teamwork	
X	Customer Service	Work proactively with customers (internal and external) to determine underlying needs. Involve co-workers and supervisors to brainstorm strategies for resolution of issues/challenges. Take ownership of the customer service you provide to customers.
X	Communication	When communicating with co-workers, your supervisor, and customers, be aware of your tone of voice, be cognizant of your choice of words and remain nonaggressive in your communication and how you deliver information. Remain professional, respectful and use courtesy in all conversations in the workplace. Refrain from using foul language in the workplace as this is not acceptable and will not be tolerated.
	Job Knowledge/ Prof Development	
X	Leadership	It is expected as a supervisor of State of Kansas employees that you follow Kansas Administrative Regulation 1-7-10 (2): A performance review shall be completed and a rating assigned at least annually for all of the employees that you supervise.

# Essential Requirements

- Essential Requirements K.A.R. 1-7-10(a)(6)
  - Dependability
    - Attends work regularly and on time
    - Plans appropriately for absences
    - Assumes personal accountability for work
  - Agency Values
    - Demonstrates personal integrity and ethical behavior
    - Displays good stewardship of public resources
    - Adapts to changes in processes, procedures, or responsibilities

An Unsatisfactory rating in Dependability or Agency Values will result in an Overall Performance Rating of Unsatisfactory

# Dependability

- Attends work regularly and on time
  - Does the employee report to work on time?
  - When late or tardy does the employee follow established guidelines?
  - Does the employee return from breaks and lunch on time?
  - Does employee avoid going into unapproved leave without pay status?
- Plans appropriately for absences
  - Does the employee plan ahead for absences?
  - Does the employee request leave in accordance with established guidelines?
  - Does the employee consider work demands when scheduling and requesting planned leave?
- Assumes personal accountability for work
  - Does the employee take responsibility for work products and actions?
  - Does the employee follow instructions?
  - Does the employee meet established standards and deadlines?

# Agency Values

- Demonstrates personal integrity and ethical behavior
  - Does the employee act with integrity, honesty, sincerity and fairness?
  - Does the employee show respect for others in work situations?
  - Does the employee communicate effectively with others?
- Displays good stewardship of public resources
  - Does the employee use state equipment, supplies, and time for appropriate business use?
- Adapts to changes in processes, procedures, or responsibilities
  - Does the employee adapt to new situations in a positive manner?
  - Is the employee open to ideas and suggestions from others?
  - Does the employee help others overcome the resistance to change?

# Performance Planning cont.

- Task Objectives
- Competencies/Behaviors
- Meet w/ employee
- Signature
- October 1<sup>st</sup> - December 31st

# Coaching & Feedback

- Giving feedback
- Reinforcing effective performance
- Improving performance

# Coaching & Feedback

- New employee
- Significant change in work
- Increased workload
- Changed priorities and work conditions
- To reinforce positive behavior
- To address performance problems
- When more guidance is required
- To discuss barriers to successful performance

# Coaching & Feedback

- **Timely:** The feedback is delivered as close as possible to the situation to ensure maximum understanding.
- **Specific:** The feedback is made up of specific behaviors and results
- **Objective:** The feedback focuses on the behavior and the situation, NOT the employee
- **Private:** The feedback is between the employee and manager only
- **Document:** The discussion(s) need to be well documented

# Mid-Year Review

- Discuss employee's progress towards meeting expectations
- Document for PMP file
- Signature
- April 1<sup>st</sup> - June 30<sup>th</sup>

# Annual Review

- Task Objectives
- Competencies/Behaviors
- Essential Requirements
- Areas of Strength(s)
- Areas for Development
- Other Evaluation Comments
- Goals/Objectives/Expectation for next year
- Overall Rating
- Signatures
- October 1<sup>st</sup> - December 31<sup>st</sup>

# Overall Ratings

- **Exceptional:** Performance far exceeded expectations
- **Exceeds Expectations:** Performance consistently exceeded expectations
- **Meets Expectations:** Performance consistently met expectations
- **Needs Improvement:** Performance did not meet expectations
- **Unsatisfactory:** performance consistently below expectations

# KOSE Requirements

- MOA: Article 15: Performance Evaluation
- Performance expectations must be related and shall be specific, attainable, relevant and fully consistent with an employee's duties as identified in his/her job description.
- Employees shall be made aware within 21 calendar days from the date of discovery of any adverse info that may be used on the PRF and offered a chance for rebuttal.
- Eval must be completed by someone who has supervised for at least 90 days or another person who has significant knowledge of employee's performance.
- Evals must be presented to employee within 14 days of the end of the review date.

# Special Reviews

- K.A.R. 1-7-10(a)(5)an appointing authority may still conduct a special performance review for any employee at any time under the PMP.
- Special reviews are to run concurrent with Annual reviews.

# Special Reviews

03/01/13 - 04/29/13  
First 60 Day Special Review

10/15/12  
Begin Annual Review

10/15/13  
End Annual Review

04/30/13 - 06/28/13  
Second 60 Day Special Review

# Special Reviews

- Decide upon time frame of 30,60 or 90 days.
- Complete a PMP form focusing on areas needing improvement & your expectations for the review period.
- Hold a Planning session with the employee.

# Special Reviews

- During the special review period meet with the employee regularly.
- Document any instances of employee not meeting your expectations.
- Follow up meetings with email to document conversation.

# Special Reviews

- At the end of the Special review period
  - Close out the PMP form
  - Assign an overall rating
  - Meet with the employee
  - Decide to begin another special review or return to the annual review.
  - Special review information is kept separate from annual reviews.

# Review Appeals

- K.A.R. 1-7-11 (a): Any classified employee who receives a performance rating that is lower than the highest possible rating may appeal that rating if the employee meets either of the following conditions:
  - (1) The employee has permanent status, including an employee with permanent status who is serving a probationary period due to a promotion.
  - (2) The employee is serving a probationary period due to a rehire on the basis of reinstatement.

# Review Appeals

- Appeal goes to agency Appointing Authority
  - can make changes to the appealed PMP
  - can appoint an appeal committee:
    - Appeal committee = 3 members (Chair & 2 Peers) will:
      - review the appealed PMP form & additional documentation
      - consider any relevant evidence that may be offered by the employee and the supervisor in regards to the PMP.

# Review Appeals

## Information considered by appeal Committee:

- Was the employee given a PRF and was the process followed correctly and timely?
- Was the employee made aware of deficiencies in either behavior or work performance?
- Was the employee given an opportunity to improve those deficiencies?
- How were errors or mistakes made communicated to the employee?
- Did the supervisor have good documentation of incidents mentioned in the PRF?
- Did the supervisor make suggestions of how the employee could improve?
- Did the employee know they were not performing well or were they blindsided at the end of the review period?

# Documenting Incidents

**F - Facts (What, When, Where & Who)**

**O - Objectives (Defined Expectations)**

**S - Solutions (Improving Performance)**

**A - Actions (Consequences)**

# Documenting Incidents

- **Facts**
  - What happened?
  - When did it happen?
  - Where did it happen?
  - Who was involved?
- **Objectives**
  - What are the performance expectations and when were they communicated to the employee?

# Documenting Incidents

- **Solutions**
  - What forms of assistance or coaching were offered to the employee to help them solve the performance problem?
- **Actions**
  - What are the consequences for the employee if they do not improve their performance?

# Documenting Incidents

## Document all discussions via email

Mary,

On March 5th we met to discuss an incident that took place earlier in the day where you used foul language in an abrasive tone of voice towards a co-worker in a public part of the office which left the co-worker feeling very upset. We read over KSA 75-2949(e) that Failure to maintain satisfactory and harmonious relationships with the public and fellow employees is grounds for discipline. If a situation like this happens again I informed you that you will be disciplined and that will go in your official personnel file.

Thank you,  
Supervisor

# Progressive Discipline KSA 75-2949

- Verbal Counseling
- Written Counseling
- Written Reprimand
- Proposal of Suspension
- Proposal of Demotion
- Proposal of Termination

NOTE: Suspension, Demotion & Termination may be appealed to the Civil Service Board

# State of Kansas Performance Management Process

email questions to:

[PerformanceMgmt@da.ks.gov](mailto:PerformanceMgmt@da.ks.gov)

Website for more information:

[www.da.ks.gov/pmp](http://www.da.ks.gov/pmp)

## **Required Form**

[Performance Review Form \(PRF\)](#) (\*.docx)

## **Supplemental Form**

[PRF Signature Page](#) (\*.doc)

[Coaching/Feedback Documentation Form](#) (\*.doc)

[Mid-Year Discussion Documentation Form](#) (\*.doc)

## **Presentations**

Performance Management Training (Powerpoint)

Participant Workbook

## **FAQ/Tools/Helpful Information**

[Frequently Asked Questions](#) (htm)

Sample: Completed Performance Review Form

[Manager's Resource Guide](#) (pdf)

Do's & Don'ts for Completing PRF

Corrective Action Plan

SMART Objectives