## Performance Management Process

### Table of Content

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training Objectives</td>
<td>3</td>
</tr>
<tr>
<td>Performance Planning-1&lt;sup&gt;st&lt;/sup&gt; Component</td>
<td>5</td>
</tr>
<tr>
<td>How to Write a Task Objective</td>
<td>7</td>
</tr>
<tr>
<td>How to Write Competencies</td>
<td>12</td>
</tr>
<tr>
<td>Essential Requirements</td>
<td>13</td>
</tr>
<tr>
<td>Coaching &amp; Feedback-2&lt;sup&gt;nd&lt;/sup&gt; Component</td>
<td>19</td>
</tr>
<tr>
<td>Mid-Year and Annual Reviews-3&lt;sup&gt;rd&lt;/sup&gt; Component</td>
<td>21</td>
</tr>
<tr>
<td>Focal Points (Deadline Dates)</td>
<td>24</td>
</tr>
<tr>
<td>KOSE</td>
<td>25</td>
</tr>
<tr>
<td>Special Reviews</td>
<td>26</td>
</tr>
<tr>
<td>Documenting Incidents-FOSA</td>
<td>31</td>
</tr>
<tr>
<td>Progressive Discipline</td>
<td>34</td>
</tr>
<tr>
<td>Web Page</td>
<td>35</td>
</tr>
<tr>
<td>Help-Contact Information</td>
<td>36</td>
</tr>
<tr>
<td>Resource Section</td>
<td>37-45</td>
</tr>
</tbody>
</table>
Training Purpose

To equip supervisors and managers within the State of Kansas workforce with the knowledge needed to complete the components of the Performance Management Process and to become familiar with the new Performance Review Form.

Training Objectives

As a participant you will..........

- Become familiar with the new Performance Review Form
- Understand the components of the Performance Management Process (PMP)
- Learn how to utilize Special Reviews
- Be able to document incidents
- Acquaint yourself with progressive discipline
What are the PMP components?

1. Performance Planning

2. Coaching and Feedback

3. Reviewing and Appraising Performance
Performance Management Process

Performance Planning

Task Objectives & Competencies/Behaviors

Results—Objectives (WHAT)  Behaviors or Competencies (HOW)
Why Have a Planning Discussion?

1. Motivate the employee toward mutually agreed objectives

2. Address **what** an employee is to achieve (task objectives) and **how** it is to be achieved (competencies)

3. Link the agency’s mission and values to specific employee objectives

4. Jointly set objectives that are challenging yet realistic

5. 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
Performance Management Process

Task Objective Examples

1. Arrive to work by 8:00 a.m.

2. Provides phone coverage to those contacting our office.

3. Enter requisitions for commodities in SMART, including required fields in the purchasing module. Receive items in SMART as required. Use accurate funding and contract information on requisitions.

4. Ensure all paperwork received is processed properly.
Better Task Objective Examples

1. It is expected that you arrive to work on time, Monday – Friday, so that you may be at your desk and logging into your computer by 8:00 a.m. every day.
   YES/NO

2. 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.

   **EE:** Consistently provides the coverage and ensures there is backup coverage when taking leave or having to be away from the phones.
   
   **ME:** Provides phone coverage every day. No instance of having to obtain backup coverage.
   
   **NI:** Have had to look for you on 4 or more occasions during the review period.

3. Enter requisitions for commodities within 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.

   **EE:** Info consistently entered same day as rcvd with no errors.
   
   **ME:** Info always entered within 24 hours with three or less processing errors.
   
   **NI:** Info not always entered within 24 hours and/or more than 3 processing errors.
   
   **U:** Info consistently entered later than 2 days of receipt and/or 5 or more errors.
Better Task Objective Examples Continued

4. 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.

**EE:** *10 or more paperwork items were processed within 24 to 48 hours of receipt with no errors.*

**ME:** *All paperwork processed properly and accurately within 3 days of receipt.*

**NI:** *1 to 10 paperwork items were entered within 4 to 5 days of receipt and/or there was 1 to 5 entry errors.*

**U:** *11 or more paperwork items were entered within 6 days or more of receipt and/or there was 6 or more entry errors.*
Write one SMART Task Objectives:

_________________________
_________________________
_________________________
_________________________
_________________________
_________________________
_________________________
_________________________

SMART
Specific, Measurable, Attainable, Relevant and Time based
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

1. Problem Solving/Decision Making
2. Attitude/Accountability
3. Productivity
4. Teamwork
5. Customer Service
6. Communication
7. Job Knowledge/Professional Development
8. Leadership
Performance
Management Process

ESSENTIAL REQUIREMENTS

**Dependability**
Recognizes responsibilities to the agency and applies effective work habits and attitudes to meet work requirements.
- Attends work regularly and on time,
- Plans appropriately for absences and
- Assumes personal accountability for work.

**Agency Values**
Align actions with high standards of conduct, accept responsibility for behavior and exhibit personal integrity at all times. Acts as a role model for other employees and does the right thing, even when no one is watching.
- Demonstrates personal integrity and ethical behavior,
- Displays good stewardship of public resources and
- Adapts to changes in processes, procedures and responsibilities.

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

Determining 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?
Determining 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 Management Process

### Competencies/Behaviors Examples

<table>
<thead>
<tr>
<th>Competency/Behaviors</th>
<th>On-the-Job Suggestions/Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>X</strong> Problem Solving/Decision Making</td>
<td>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</td>
</tr>
<tr>
<td>Attitude/Accountability</td>
<td></td>
</tr>
<tr>
<td>Productivity</td>
<td></td>
</tr>
<tr>
<td>Teamwork</td>
<td></td>
</tr>
<tr>
<td><strong>X</strong> Customer Service</td>
<td>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</td>
</tr>
<tr>
<td>Job Knowledge/Prof Development</td>
<td></td>
</tr>
<tr>
<td><strong>X</strong> Leadership</td>
<td>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</td>
</tr>
</tbody>
</table>
Write one Competencies/Behaviors:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

**8 Competencies**

1. Problem Solving/Decision Making
2. Attitude/Accountability
3. Productivity
4. Teamwork
5. Customer Service
6. Communication
7. Job Knowledge/Professional Development
8. Leadership
Performance Planning Steps

1. Task Objectives
2. Competencies/ Behaviors
3. Meet with Employee
4. Signature
5. When must it be completed?
   Between October 1\textsuperscript{st} and December 31\textsuperscript{st}
Coaching & Feedback

Day to day process of communicating with employees to give feedback, reinforce effective performance & to help improve performance.

When should you give coaching guidance?

1. New employee
2. Significant change in work
3. Increased workload
4. Changed priorities and work conditions
5. To reinforce positive behavior
6. To address performance problems
7. When more guidance is required
8. To discuss barriers to successful performance
Coaching & Feedback

What makes up good feedback?

1. **Timely**: The feedback is delivered as close as possible to the situation to ensure maximum understanding.

2. **Specific**: The feedback is made up of specific behaviors and results.

3. **Objective**: The feedback focuses on the behavior and the situation, NOT the employee.

4. **Private**: The feedback is between the employee and manager only.

5. **Document**: The discussion(s) need to be well documented.
Mid Year Review

What is required?
1. Discuss employee’s progress towards meeting expectations
2. Document for PMP file
3. Signature
4. April 1st – June 30th

Annual Review

What is required?
1. Task Objectives
2. Competencies/Behaviors
3. Essential Requirements
4. Areas of Strength(s)
5. Areas for Development
6. Other Evaluation Comments
7. Goals/Objectives/Expectation for next year
8. Overall Rating
9. Signatures
10. October 1st – December 31st employee’s
Overall Rating

5. Exceptional (EX):
Performance far exceeded expectations

4. Exceeds Expectations (EE):
Performance consistently exceeded expectations

3. Meets Expectations (ME):
Performance consistently met expectations

2. Needs Improvement (NI):
Performance did not meet expectations

1. Unsatisfactory (UN):
Performance consistently below expectations
Performance Management Process

Overall Rating

How can you track performance?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
Focal Points

• Performance Planning
  (October 1st thru December 31st)

• Mid-Year Discussion
  (April 1st thru June 30th)

• Annual Review Discussion
  (October 1st thru December 31st)

K.A.R. 1-7-10. Performance reviews. (a)(3) Performance ratings for all permanent employees shall be assigned on an annual basis within the period beginning October 1 and ending December 31.
(4) Midyear reviews for all permanent employees shall be conducted on an annual basis within the period beginning April 1 and ending June 30.
KOSE Requirements
MOA: Article 15: Performance Evaluation

1. 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.

2. 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.

3. 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.

4. Evals must be presented to employee within 14 days of the end of the review date.
Performance Management Process

Special Reviews

K.A.R. 1-7-10(a)(5) an appointing authority may conduct a special performance review for any employee at any time under the PMP.

Steps to take to begin a Special Review:

1. Decide upon time frame of 30, 60 or 90 days.

2. Complete a PMP form focusing on areas needing improvement & your expectations for the review period.

3. Hold a planning session with the employee.

NOTE: Special reviews are to run concurrent with Annual Reviews.
Special Reviews

Steps to take during a Special Review period
1. During the Special review period meet with the employee regularly.
2. Document any instances of employee not meeting your expectations.
3. Follow up meeting with email to document conversation.

Closing out a Special Review
1. Close out the PMP form
2. Assign an overall rating
3. Meet with the employee
4. Decide to begin another special review or return to the annual review.

NOTE: Special review information is kept separate from annual reviews.
Performance Review Appeals

KAR.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.

Performance Appeal Steps:

1. Employee submits appeal to the agency Appointing Authority;

2. The Appointing Authority (Agency Head) can
   • Make changes to the appealed performance review; or
   • Appoint an appeal committee.

3. 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 appealed performance review.
Review Appeals

Information considered by appeal Committee:

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

Documenting Incidents

FOSA

F – FACTS (What, When, Where & Who)
~ What happened?
~ When did it happen?
~ Where did it happen
~ Who was involved?

O – OBJECTIVES (Defined Expectations)
~ What are the performance expectations and when were they communicated to the employee?

S – SOLUTIONS (Improving Performance)
~ What forms of assistance or coaching were offered to the employee to help them solve the performance problem?

A – ACTIONS (Consequences)
~ What are the consequences for the employee if they do not improve their performance?
## Performance Management Process

### FOSA Example

<table>
<thead>
<tr>
<th>F=FACTS-What When Where &amp; Who</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What happened?</strong></td>
<td>Mary 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</td>
</tr>
<tr>
<td><strong>When did it happen?</strong></td>
<td>Monday, March 5th at 10:20 AM</td>
</tr>
<tr>
<td><strong>Where did it happen?</strong></td>
<td>In the office by the front desk</td>
</tr>
<tr>
<td><strong>Who was involved?</strong></td>
<td>Mary’s co-worker Patti and supervisor Kim overheard the conversation</td>
</tr>
</tbody>
</table>

### O=OBJECTIVES-Defined Expectations

Define what your expectations are of the employee

The expectations are that Mary always use an appropriate tone of voice and non-abrasive language in the workplace.

Mary’s supervisor called Mary in for a coaching session in which she explained to Mary that failure to maintain satisfactory and harmonious relationships with the public and fellow employees breaks K.S.A. 75-2949e and is grounds for discipline. When Mary used an abrasive tone of voice with her co-worker the co-worker was left feeling upset. As well this happened in a public part of the office in front of customers. This behavior will not be tolerated.

### S=SOLUTIONS-Improving Performance

You offer to assist the employee in improving their performance

Mary’s supervisor asked Mary if she needed to discuss why she got so upset with her co-worker and what she could do to assist Mary in being able to respond in a more positive manner in all future conversations.

### A=ACTIONS-Consequences

What will happen if the performance does not improve

Mary was informed that if she used this tone of voice again or foul language again that she would receive a reprimand which will go in her personnel file.
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

1. Verbal Counseling
2. Written Counseling
3. Written Reprimand
4. Proposal of Suspension
5. Proposal of Demotion
6. Proposal of Termination

NOTE: Suspension, Demotion and Termination of Classified employees may be appealed to the Civil Service Board.

K.S.A. 75-2949d (a) A permanent employee in the classified service under the Kansas civil service act may be dismissed, demoted or suspended because of deficiencies in work performance as provided in K.S.A. 75-2949e or because of personal conduct detrimental to the state service as provided in K.S.A. 75-2949f or because of both such reasons. In all such cases, the provisions of K.S.A. 75-2949, and amendments thereto, shall apply.
Performance Management Process

WWW.DA.KS.GOV/PMP

Performance Management Process

Required Form
- DA244 Performance Review Form (PRF)

Supplemental Forms (Optional - Agency Discretion)
- PRF Signature Page
- Coaching/Feedback Documentation Form
- Mid-Year Discussion Documentation Form

Presentations
- Performance Management Training
- Participant Workbook

FAQ/Tools/Helpful Information
- Performance Review FAQs
  Performance Review Form Completion Walkthrough/Help Application (Lectra application .txt)
  - Download the file by right clicking the link and choosing Save Target As. Download the Walkthrough Application.
  - If you are unable to download or run the application on your computer, please contact your technical staff as agency security policies vary.
- Sample Completed Performance Review Form
- Manager's Resource Guide
- Do's and Don'ts for Completing PRF
- Corrective Action Plan
- SMART Objectives
Website:

www.da.ks.gov/pmp

Email questions to:

PerformanceMgmt@ks.gov

or

Danelle.Harsin@ks.gov

or

Allison.Conklin@ks.gov

Thank You
RESOURCES

• Coaching/Feedback Documentation Form Page 38

• Mid-Year Discussion Documentation Form Page 39

• Color-Coded Completed Performance Review Form and Additional Signature Form Pages 40-45
## Coaching/Feedback Documentation Form

### Identification Information (please print)

<table>
<thead>
<tr>
<th>Employee Name (Last, First, Mi):</th>
<th>Person Completing Feedback Discussions:</th>
</tr>
</thead>
</table>

### On Going-Coaching and Feedback Discussions

Instructions: Identify the process to be used throughout the year to provide feedback and coaching to the employee. Identify any customer input tools that will be used to provide feedback throughout the year. Identify any employee responsibilities in the process. For instance, you may wish to identify when and how on-going feedback will be delivered, who has responsibility for setting up coaching sessions and if current customer input tools will be used, etc.
# Mid-Year Discussion Documentation Form

## Identification Information (please print)

<table>
<thead>
<tr>
<th>Employee Name (Last, First, MI):</th>
<th>Person Completing Review:</th>
</tr>
</thead>
</table>

## Mid-Year Review Discussion

**Instructions:** Document progress against the Objectives and Competencies as defined in the Performance Planning process. Be as specific as possible about the employee’s actual performance to date, documenting specific observable results wherever possible, and adding qualitative information or feedback wherever helpful. Any valid updates to employee’s objectives, which are based on changes in State or agency needs, may also be documented in this section.

## Mid-Year Review Discussion

<table>
<thead>
<tr>
<th>Employee’s Signature*:</th>
<th>Date:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Manager’s Signature (completed by):</th>
<th>Date:</th>
</tr>
</thead>
</table>

Page 39 of 45
**Performance Review Form**

**Employee Name:** Ima Sample  
**Employee ID:** K008676309

**Department/Position:** OPS/Human Resource Professional II  
**Evaluation Period:** From: 10/15/2016 To: 10/15/2017

**Supervisor:** Ms. Supervisor  
**Overall Rating:** Meets Expectations

**Review Type:** ☑ Probability: Recommend Permanent Status. Extend Probation. Not Recommend Permanent Status. ☐ Annual ☑ Special

1. Unsatisfactory – performance consistently below expectations  
2. Needs Improvement – Performance did not meet expectations  
3. Meets Expectations – Performance consistently met expectations  
4. Exceeds Expectations – Performance consistently exceeded expectations  
5. Exceptional – Performance far exceeded expectations

### Task Objectives | Rating | Examples of Task Performance
---|---|---
1. Ima will provide daily phone coverage for the front desk, except during scheduled breaks and lunch, which includes providing accurate information and reasonable assistance to those contacting our office.  
   a. Pass(ME)/Fail(U)  
   Ima has done an excellent job covering the front desk. She answers everyone's questions and is polite to the staff and the public.
2. Ima enters requisitions for commodities within 24 hours of request. Enter appropriate information in SMART, including required fields in the purchasing module. Ima receives items in SMART as required. Use accurate funding and contract information on requisitions.  
   a. Pass(ME)/Fail(U)  
   Ima is very prompt about entering requisitions when she gets them. She makes sure all the fields are filled and accurate.
3. Ima confirms 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.  
   a. Pass(ME)/Fail(U)  
   Ima makes sure everything is properly processed in a timely manner. She is always open to helping others fill out paperwork.
4. Ima will earn a passing grade on the RN training test within the first 6 months of employment.  
   a. E-earning a score of 100%  
   b. EE-earning a score between 90%-99%  
   c. ME- earning a score between 80-89%  
   d. NI- earning a score between 70-79%  
   e. U- earning a score between <70%  
   ME  
   Ima took the test during her first month of hire and received a 78%, after another 2 months she came back and scores a 88%.
5. Ima will complete the Employee Care Work Assignment Sheet daily.  
   a. EE-0 missed patient care work assignment sheets  
   b. ME-1 to 2 missed patient care work assignment sheets  
   c. U- more than 3 missed patient care work assignment sheets  
   EE  
   Ima has never missed an employee care work assignment while she has been at work.

### Competencies/Behaviors | On the Job Suggestion/Example | Rating | Behavioral Examples/Comments
---|---|---|---
Create Your Own (e.g., Dependability, Value…)  
Problem Solving/Decision Making

X  
**Attitude/Accountability**  
1. Does not blame others or make excuses, and will admit to making a mistake when  
   Pass  
   When Ima messes up she corrects her actions and does
<table>
<thead>
<tr>
<th>Productivity</th>
<th>Teamwork</th>
<th>Customer Service</th>
<th>Communication</th>
<th>Job Knowledge/Professional Development</th>
<th>Leadership (includes Staff Development)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. Treats others the way they themselves would wish to be treated.</td>
<td>1. Attempts to resolve problems before bringing them to supervisor, or offers viable solutions.</td>
<td>1. Takes continuing educational classes as they become available.</td>
<td>1.</td>
<td>1.</td>
</tr>
<tr>
<td></td>
<td>2. Treats people with respect and integrity.</td>
<td>2.</td>
<td>2.</td>
<td>2.</td>
<td>2.</td>
</tr>
<tr>
<td></td>
<td>3. Encourages and supports the contributions of others in achieving team goals.</td>
<td>3.</td>
<td>3.</td>
<td>3.</td>
<td>3.</td>
</tr>
<tr>
<td></td>
<td>4. Encourages and supports the contributions of others in achieving team goals.</td>
<td>4.</td>
<td>4.</td>
<td>4.</td>
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</tr>
<tr>
<td></td>
<td>5. Appropriately gives and is open to feedback from team members.</td>
<td>5.</td>
<td>5.</td>
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</tr>
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<td></td>
<td>6. Puts accomplishing the interests of the team first.</td>
<td>6.</td>
<td>6.</td>
<td>6.</td>
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</tr>
<tr>
<td></td>
<td>7. Actively works to remove barriers to team effectiveness.</td>
<td>7.</td>
<td>7.</td>
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<td>7.</td>
</tr>
</tbody>
</table>

- **Pass**
- **Not Pass**

Individual: [Name]

Manager: [Manager's Name]

Date: [Date]

Mid-Year Review: Employee Signature: [Signature]

Performance Planning Discussion: Employee Signature: [Signature]

DA 244 (Rev 07/13)
Essential Requirements

*Dependability:* Recognizes responsibilities to the agency and applies effective work habits and attitudes to meet work requirements. Attends work regularly and on time, plans appropriately for absences and assumes personal accountability for work.

Meets Expectations: _______ Unsatisfactory: _______

*Agency Values:* Align actions with high standards of conduct, accept responsibility for behavior and exhibit personal integrity at all times. Acts as a role model for other employees and does the right thing, even when no one is watching. Demonstrates personal integrity and ethical behavior, displays good stewardship of public resources and adapts to changes in processes, procedures and responsibilities.

Meets Expectations: _______ Unsatisfactory: _______

*Essential Requirements: An Unsatisfactory rating in Dependability or Agency Values will result in an Overall Performance Rating of Unsatisfactory

Areas of Strength(s):

Ima brings an impressive mix of skills and talents to this job, which makes them very capable of performing the different aspects of their job. She is a very positive person and always willing to step up and volunteer to do tasks that are not always the favorite tasks to complete. Ima is quite proficient in their job and is viewed as the area expert in their field. I wish more employees were like Ima.

Areas for Development:

Ima needs to continue to work on her nursing knowledge and continuing to learn the procedures and policies of our facility.

Other Evaluation Comments:

Employee does a great job of attending work regularly and on time, which I really appreciate, as this seems to be a constant problem in our work area.

Evaluation by: ___________________________ Date: ___________________________

Employee Acknowledgement:

The contents of this assessment have been discussed with me and I have received a copy thereof. My signature does not imply agreement or disagreement with this review. A permanent classified employee may appeal his/her overall rating pursuant to K.A.R. 1-7-12.

My comments are as follows:

_____________________________________________________________________

Employee Signature: ___________________________ Date: ___________________________
## Definitions

<table>
<thead>
<tr>
<th><strong>Problem Solving/Decision Making</strong></th>
<th>Consistently gives reasonable consideration to all issues that arise, gathers and analyzes information accurately, seeks appropriate input, makes quality and timely decisions, and communicates those decisions to all affected parties.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Attitude/Accountability</strong></td>
<td>Maintains a positive attitude. Accepts challenges due to changing conditions and situations in work responsibilities. Can work independently. Accepts personal responsibility for work, actions, and attitudes. Accepts constructive criticism/suggestions. Handles conflict in a constructive manner. Consistently works scheduled duty hours and maintains recommended leave balances. Effectively represents the work unit.</td>
</tr>
<tr>
<td><strong>Productivity</strong></td>
<td>Consistently applies available resources towards program delivery in an efficient and cost effective manner, providing high quality levels of service. Strives to assure program meets overall best interests of the agency. Practices cost effective stewardship of all public resources.</td>
</tr>
<tr>
<td><strong>Teamwork</strong></td>
<td>Cooperates with co-workers, treating them with respect, and integrity, voluntarily provides support to team members, ensures all team members have the relevant and needed information, genuinely values others’ input and expertise and is willing to learn from others, adds value to team meetings</td>
</tr>
<tr>
<td><strong>Customer Service</strong></td>
<td>Treats clients and customers with respect and compassion, demonstrates understanding of client’s point of view, delivers on commitment, provides friendly, cheerful service, distributes helpful information to clients, and maintains confidentiality</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>Demonstrates high quality and effective interpersonal communication skills with subordinates, peers, and supervisors through clear, concise written and oral communications. Maintains healthy working relationships. Appreciates the diversity of others. Displays an appropriate balance between personal effort and team effort.</td>
</tr>
<tr>
<td><strong>Job Knowledge/Professional Development</strong></td>
<td>Is technically and professionally skilled in all position responsibilities and requirements. Maintains currency in all professional aspects of program responsibility. Seeks new skills, sets high professional goals and standards. Demonstrates knowledge of procedures and policies.</td>
</tr>
<tr>
<td><strong>Leadership (includes Staff Development)</strong></td>
<td>Utilizes employee skills effectively and productively in meeting program goals. Develops goals, objectives and deadlines. Promotes appropriate staff development activities. Recognizes problems, seeks appropriate input, and develops solutions to resolve personnel problems or improve procedures. Motivates staff and gains support and action from others while maintaining professional relationships. Creates and maintains a positive goal-oriented environment. Provides training, supervision and feedback to employees and students. Consistently challenges past practices in order to identify and implement more effective and efficient practices. Assures that follow up is provided.</td>
</tr>
</tbody>
</table>
Identification Information (please print)

Employee Name (Last, First, MI): Ima Sample  
Person Completing Feedback Discussions: Ms. Supervisor

On Going-Coaching and Feedback Discussions

Instructions: Identify the process to be used throughout the year to provide feedback and coaching to the employee. Identify any customer input tools that will be used to provide feedback throughout the year. Identify any employee responsibilities in the process. For instance, you may wish to identify when and how on-going feedback will be delivered, who has responsibility for setting up coaching sessions and if current customer input tools will be used, etc.

On Going-Coaching and Feedback Discussions

1-30-16 Met with Ima today to discuss new training opportunities and discuss how she is doing on her objectives. She is doing well with covering the front desk and has been entering requisitions as they have come in. Ima needs to keep up the paperwork processing; she has been slower at getting it processed. Overall, she is doing well.

2-15-16 Met with Ima today to discuss issues she has been having with another employee. I told Ima one of her competencies is teamwork and she is to treat others the way she wishes to be treated. In addition Ima is not to blame others or make excuse. Ima agrees with this and will continue to work on her attitude and performance.

4-15-16 Mid-year review- Objective 1 Ima is doing well if I were to rate her now I would give her a ME. Objective 2 Ima is processing information into SMART as required, I'd give her a ME at this time. Objective 3 ......

7-20-16 Ima has begun taking on new duties and learning new objectives. Today Ima was thanked by the Appointing Authority for her good work and deserves the recognition.

****The supervisor and the employee should either sign or initial each formal feedback session’s documentation

****I highly suggest giving employee a paper copy of anything that will be attached to the evaluation after getting signatures then scanning the documentation and emailing it to the employee again with a summary of what was said during the meeting for documentation.
### Performance Review Form Signatures

#### Performance Planning Discussion:

Employee’s Signature*: ________________________________ Date: _____________

Manager’s Signature (completed by): ________________________________ Date: _____________

#### Mid-Year Discussion:

Employee’s Signature*: ________________________________ Date: _____________

Manager’s Signature (completed by): ________________________________ Date: _____________

#### Annual Performance Review Discussion

Employee’s Signature*: ________________________________ Date: _____________

Manager’s Signature (completed by): ________________________________ Date: _____________

Reviewer’s Signature (reviewed by): ________________________________ Date: _____________

Appointing Authority Signature: ________________________________ Date: _____________

*Note: Signature does not imply agreement with the content of the review. It only indicates the employee’s awareness of the information contained herein.