

PERFORMANCE MANAGEMENT

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PERFORMANCE MANAGEMENT

8:1

PHILOSOPHY – COMMONWEALTH OF VIRGINIA

8:1.1

The Commonwealth of Virginia is committed to providing a performance management process that rewards employees for their work contributions in a fair and equitable manner.

SALARY ADMINISTRATION PHILOSOPHY – RADFORD UNIVERSITY

8:1.2

Radford University will allocate sufficient funds to attract, retain, and develop a competent and committed workforce and to appropriately recognize and reward achievements and contributions of employees.

The following are the underlying principles of this philosophy:

- An individual's pay is influenced by external labor markets, internal equity concerns, sustained employee performance, and availability of institutional financial resources.
- Focus is on total compensation.
- The development of relevant skills and competencies is supported and recognized.

PHASES OF PERFORMANCE MANAGEMENT PROGRAM

8:2

- Performance Planning
- On-Going Feedback
- Annual Evaluation
- Special Circumstances
- Performance Increases

PERFORMANCE PLANNING

8:2.1

The process begins with the creation of the [Employee Work Profile](#). The supervisor must determine the organizational objectives and purpose of the position; identify core responsibilities and evaluation measures; identify any special assignments and departmental objectives; determine knowledge, skills and abilities required to successfully perform the work as well as education, experience, and/or certifications required for entry into the position; and determine an employee development plan that includes personal learning goals and resource needs. Once the Employee Work Profile is completed, the supervisor must complete the Performance Plan and Evaluation forms

The supervisor should then schedule a Performance Planning Meeting to communicate the above information to the employee. Prior to this meeting, the supervisor should review the core responsibilities for the position to be certain that they are appropriate for the position. Reserve a private location for the meeting and arrange for an uninterrupted time to spend with the employee. Go over the Employee Work Profile and allow the employee ample time for questions, clarifications, and comments.

ON-GOING FEEDBACK

8:2.2

During the performance cycle the supervisor should routinely provide on-going feedback to the employee relevant to the employee's progress. Gathering information for the purposes of performance feedback and evaluation is a continuing process. Identify all potential sources of evaluation information. In addition to personal observations, performance evaluation information can come from several other sources including the employee, his/her peers, customers, subordinates, other supervisors, and work products.

On-going feedback involves coaching; reinforcing progress; and identifying extraordinary, good, or unacceptable performance at any time during the performance cycle. Feedback creates positive and open communications between the employee and the supervisor. It also creates an environment in which the employee understands what is expected, eliminates surprises at evaluation time, and improves morale. Feedback should be both timely and specific. It should occur within 24 – 48 hours after an occurrence and specify exactly what the employee did right or wrong.

Feedback can be either informal (routine, daily contact) or formal (written, documented). Two types of formal feedback include a [Notice of Improvement Needed](#) or an [Acknowledgement of Extraordinary Contribution](#). These forms require the signature of the Reviewer (and in some cases, a level above the Reviewer) prior to being presented to the employee. Another type of feedback could include an interim evaluation in which the supervisor can measure progress, modify unrealistic performance measures, identify problematic expectations, or identify personal development needs. The interim evaluation is encouraged for all employees and required for probationary employees after 6 months of employment.

Finally, all employees must be given an opportunity to complete a self-assessment. There are numerous benefits to both the employee and the supervisor with the primary benefit being enhanced communication.

ANNUAL EVALUATION

8:2.3

The annual evaluation must be completed between August 10 and October 24 of each year. Supervisors are required to rate employees on:

- Core Responsibilities
- Special Assignments
- Personal Learning Goals
- Agency/Departmental Objectives, if identified.

Employees must be rated with one of three possible rating levels. These levels include:

- **Contributor** – This rating recognizes work that is **at or above** the performance standards by meeting and achieving the criteria of the job function throughout the performance cycle. Employees at this level are achieving the core responsibilities and performance measures as outlined by the supervisor/manager.
- **Extraordinary Contributor** – This rating recognizes work that is characterized by exemplary accomplishments throughout the performance cycle and performance that considerably and consistently surpasses the criteria of the job function. To be eligible to receive an overall rating of Extraordinary Contributor, an employee must have received at least three (3) documented [Acknowledgement of Extraordinary Contributor](#) forms during the rating cycle. However, receipt of these forms does not guarantee or necessarily warrant an overall rating of Extraordinary Contributor.
- **Below Contributor** – This rating recognizes job performance that fails to meet the criteria of the job function. An employee who receives at least one (1) [Notice of Improvement Needed/Substandard Performance](#) form may receive an overall rating of Below Contributor on the annual rating. An employee cannot be rated Below Contributor on the annual evaluation if he/she has not received at least one (1) Need Improvement/Substandard Performance form during the performance cycle.

There is a significant meaning associated with the word “contributor”. The term “contributor” is intended to convey a sense of commitment, purpose, and obligation that each employee has in contributing to performance, whether it be through individual or team performance. All state employees should take pride in the “contributions” that they make on a daily and long-term basis. **The supervisor should always have the reviewer sign the evaluation before discussing it with the employee.**

SPECIAL CIRCUMSTANCES

8:2.4

PROBATIONARY PERIOD

- All new employees are now required to serve a one (1) year probationary period.
- The probationary period may be extended up to eighteen (18) months in certain situations.
- A Probationary Progress Review form must be completed after six (6) months and again just prior to the end of the probationary period.
- New employees have no grievance rights during their probationary period.
- Below Contributor Performance Process is not required during the probationary period.

BELOW CONTRIBUTOR EVALUATION

- For any employee receiving a “below contributor” overall annual rating, the supervisor is required to develop a performance plan and present it to the employee.
- The employee must be re-evaluated in 3 months.
- The employee may seek a transfer or demotion. If either of these options is granted, the employee’s evaluation cycle starts over.

APPEAL OF THE EVALUATION

- The employee may appeal the overall evaluation rating to the reviewer
- The appeal must be made in writing within 10 working days following the evaluation meeting.
- The reviewer must respond to the employee in writing within 5 working days following receipt of the appeal notice.
- The reviewer may revise the evaluation, complete a new evaluation, have the supervisor revise or complete a new evaluation or agree with the evaluation as originally completed.

PERFORMANCE INCREASES

8:2.5

Each year the Governor and the General Assembly must approve monies to fund a performance increase for classified state employees. If money is approved, it is called the *Statewide Average Salary Adjustment*. The amount of the average increase will be based on available funding and on the size of increases provided by other employers. Each agency will receive a fixed dollar amount, based on the agency's total payroll and the *Statewide Average Salary Adjustment* percentage, to pay for salary increases. The average salary increase for performance in each agency cannot exceed the Governor and General Assembly approved *Statewide Average Salary Adjustment*. Individual agencies may treat sub-agencies or sub-units of the agency separately. If so, the average increase in each sub-agency or sub-unit is limited to the *Statewide Average Salary Adjustment*. Agencies may not use funds from other sources for performance increases. Agencies may not save performance funding for other purposes.

As long as agencies do not exceed the *Statewide Average Salary Adjustment*, they will have flexibility in determining the amount of salary increase that employees will receive. The following limitations will apply to this flexibility:

Within the agency, sub-agency, or sub-unit, all employees with the same rating will receive the same increase.

Employees rated "Below Contributor" will not be eligible for a performance increase.

Employees rated "Contributor" must receive between 80% and 100% of the *Statewide Average Salary Adjustment*.

Employees rated "Extraordinary Contributor" must receive between 100% and 250% of the *Statewide Average Salary Adjustment*.

The amount of spread between the increases given to employees rated "Contributor" and "Extraordinary Contributor" will be affected by the amount of difference the agency *wants* to make and by the number of employees with each rating.

Probationary employees may receive smaller increases than other employees with the same rating, depending on how long they have been employed at the end of the performance cycle. Increases for Probationary Employees must be based on their most recent Probationary Progress Review ratings and ratings must be at least at the Contributor to be eligible in order to receive an increase, as outlined below:

<u>Hire or Rehire Date</u>	<u>Percentage Increase based on Established Rate</u>
Oct. 25 – Jan. 24	100% of rate for Contributor or Extraordinary Contributor.
Jan. 25 – Apr. 24	0 or 75% of rate for Contributor
Apr. 25 – July 24	0 or 50% of rate of Contributor
July 25 – Oct. 24	No Increase

Agencies may also reduce the amount of increase for employees who are on extended leave during the performance cycle.

Employees who receive promotions, voluntary transfers, reassignments, demotions, role changes, or in-band adjustments are eligible to receive the same percentage based on their performance evaluations as those employees who do not.