

.Effective July 1, 2018

## Procedure: 4.4.4p. (III.G.1)

# Performance Management

Revised: January 17, 2018, March 17, 2015

Last Reviewed: January 17, 2018

Adopted: October 6, 1988



### I. PURPOSE:

The Commissioner shall establish the guiding principles and accompanying processes which shall comprise a Performance Management system for the System Office and all technical colleges. The process will include the periodic review and annual evaluation of all employees, excluding hourly and temporary employees. Technical colleges may establish separate, local procedures to provide for the evaluation of part-time and hourly employees.

### II. RELATED AUTHORITY:

O.C.G.A § 20-4-11, Powers of the Board

O.C.G.A § 45-20-21, Public Officers and Employees

State Personnel Board Rule 14, Performance Management

TCSG Policy 4.4.4., Performance Management

### III. APPLICABILITY:

All work units and technical colleges associated with the Technical College System of Georgia

### IV. DEFINITIONS:

**Coaching:** periodic meetings between the supervisor and employee to discuss how effectively the employee is performing and applying competencies to meet job responsibilities and/or goals.

**Competencies:** observable and measurable behaviors, knowledge, skills, abilities, and other characteristics that are necessary to perform successfully in the position.

**Goal:** a measurable outcome or result to be achieved as defined in a performance plan.

**Job Responsibilities:** job tasks that are necessary for successful performance in the position.

**Performance Period:** a fixed 12-month period for which an employee's performance will be evaluated and measured for the purpose of receiving an annual evaluation.

**Performance Plan:** the document shared with and acknowledged by the employee that identifies the competencies, goals, job responsibilities, and/or expectations upon which an employee will be evaluated.

## **V. ATTACHMENTS:**

None

## **VI. PROCEDURE:**

### **A. General Provisions**

1. For each performance period, supervisors will provide employees with a performance plan, ongoing feedback and an interim evaluation, and an annual performance evaluation.
2. The System Office and each technical college will establish a fixed 12-month performance period for the purpose of evaluating employees as described in this procedure.
3. Evaluations are required for all full-time and part-time salaried employees. TCSG work units and technical colleges may develop an internal process to evaluate the performance of part-time hourly or temporary employees.
4. Employees that began employment less than three months before the end the performance period may be exempted from the performance evaluation process.
5. Evaluations will be conducted using a five-point rating scale, in alignment with the rating scale currently supported by the Department of Administrative Services Human Resources Administration.

### **B. Performance Planning**

1. Employees should have a performance plan in place within 45 calendar days of the employee being placed in a new job or the beginning of a new performance period.
2. A performance plan may be modified at any point during the performance period and must be modified when new responsibilities or expectations are added. Employees must be informed of any substantive changes within 15 calendar days of the modification.
3. In accordance with the provisions of this procedure, employees may request a review of their performance plans if they consider the expectations to be non-job-related or unachievable.

### **C. Coaching and Interim Evaluations**

1. Supervisors are required to monitor employee performance and provide coaching and feedback throughout the performance period.
2. At least once during the performance period, supervisors are to conduct and document an interim evaluation. The interim review may be more informal than the

annual evaluation, as long as it contains sufficient feedback to employees regarding their job performance.

#### **D. Performance Evaluations**

1. At the end of each performance period, supervisors are responsible for documenting, evaluating, and rating the performance of each employee they supervise. Supervisors must assign a summary rating, reflective of overall performance, to each evaluation, in compliance with the rating scale currently supported by the state.
2. Performance evaluations should be completed no later than 45 calendar days after the end of the performance period.
3. Performance evaluations must be acknowledged and signed by the employee and the immediate supervisor. Additional levels of supervisory approval may be required by the technical college president.
4. Managers and supervisors must document evaluation conversations that have taken place with an employee who has refused to sign the evaluation.
5. In accordance with the provisions of this procedure, employees may request a review of their annual performance evaluation if the overall summary rating is “unsatisfactory performer” or its equivalent, and they disagree with such rating.

#### **E. Review Process**

1. The System Office and each technical college must designate at least one official to serve as the Reviewing Official for performance plans and evaluations. An employee’s plan or evaluation cannot be reviewed by his/her first- or second-level supervisor.
2. Each employee that receives an overall “Unsatisfactory” rating, or its equivalent, must be provided with the name of the Reviewing Official and the process required to request a review.
3. Employees requesting reviews must do so in writing to the Reviewing Official within 10 calendar days of receiving the performance plan or evaluation in question.
4. The Reviewing Official will provide a response to the employee and supervisor within 5 business days of receipt of the request. The employee and supervisor will both be given the opportunity to provide supporting documentation to the Reviewing Official. The response will either uphold the plan or evaluation or suggest modifications.
5. The Commissioner or technical college president (or designee) has the sole discretion to make the final determination regarding the content of performance plans and evaluations.

#### **VII. RECORD RETENTION:**

All records pertaining to this procedure shall be maintained in the official personnel file in accordance with the Georgia Records Retention schedule maintained by the Archives of the University System of Georgia.