

## **PERFORMANCE MANAGEMENT**

### **PURPOSE**

To facilitate the creation and nurturing of a performance-based culture where the individual employee's performance is aligned with agency and administration objectives and employees are rewarded for the results they achieve.

### **SCOPE**

This policy applies to employees in the state civil service.

### **STATEMENT OF POLICY**

Everyone is responsible for implementation and administration of the performance management process defined in this policy and its accompanying procedure.

Performance management defines the relationship that should exist between state employees and their supervisors. It is an interactive process where upper management communicates the agency's strategic vision and objectives to every manager, supervisor and employee who then develop program, division and individual goals designed to achieve the agency's strategic objectives. The agency's strategic objectives should cascade down to the employees in such a way that there is a clear path that connects the individual goals to that agency plan. To be effective, employees must understand how their work contributes to the success of the organization.

Agency management must send a clear and unequivocal message to all employees that performance matters. Each employee at every level of the organization must be held accountable for his/her participation in this process. Management is also obligated to provide sufficient resources for the training and support of all supervisors and managers in the essential components of employee level performance management. Successful implementation of performance management will enable agencies to create and sustain a performance-based, high-achieving culture.

Key components include:

- The setting of clear annual performance expectations for each employee linked to the desired outcomes defined in the agency's strategic plan. Performance expectations must be specific, measurable, achievable, timely and expressed as an outcome or result.
- Regular, ongoing coaching, feedback and communication with employees.
- Regular written performance appraisals completed annually, at a minimum, in which the employee's actual performance is assessed relative to the performance objectives and is described using specific facts and situations.
- Timely, meaningful recognition and reward of desired performance to include, when the state's fiscal condition permits, an annual performance-based increase to base salary tied to the performance rating on the appraisal.
- Timely corrective action when performance is not meeting expectations.

REFERENCES

IC 4-15-2.2-12  
IC 4-15-2.2-15  
IC 4-15-2.2-34  
IC 4-15-2.2-36

EFFECTIVE DATE July 1, 2011  
Supersedes Policy Statement dated September 1, 2008

APPROVAL   
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Daniel L. Hackler, State Personnel Director

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