

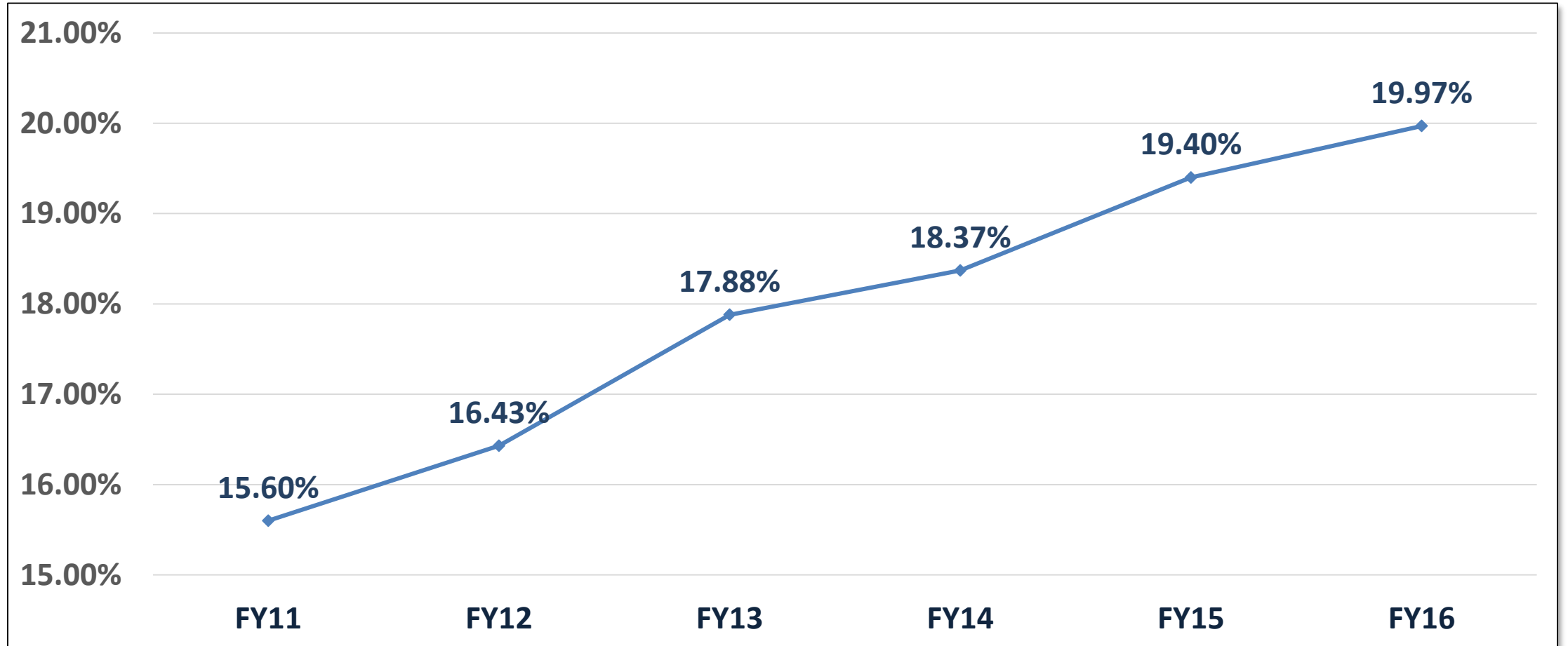


Human Resources Administration Division

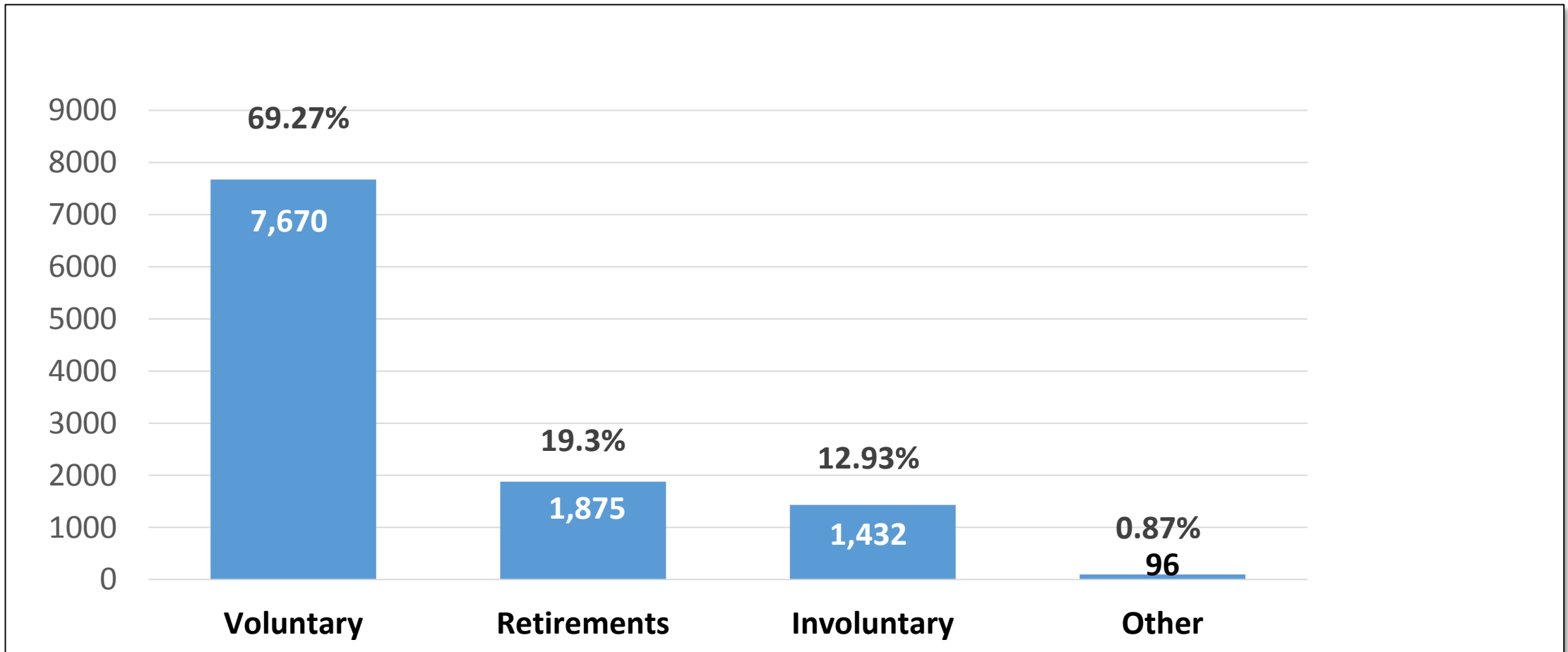
The Value of Performance Management

Georgia Financial Management Conference
October 2016

FY2016 General Turnover



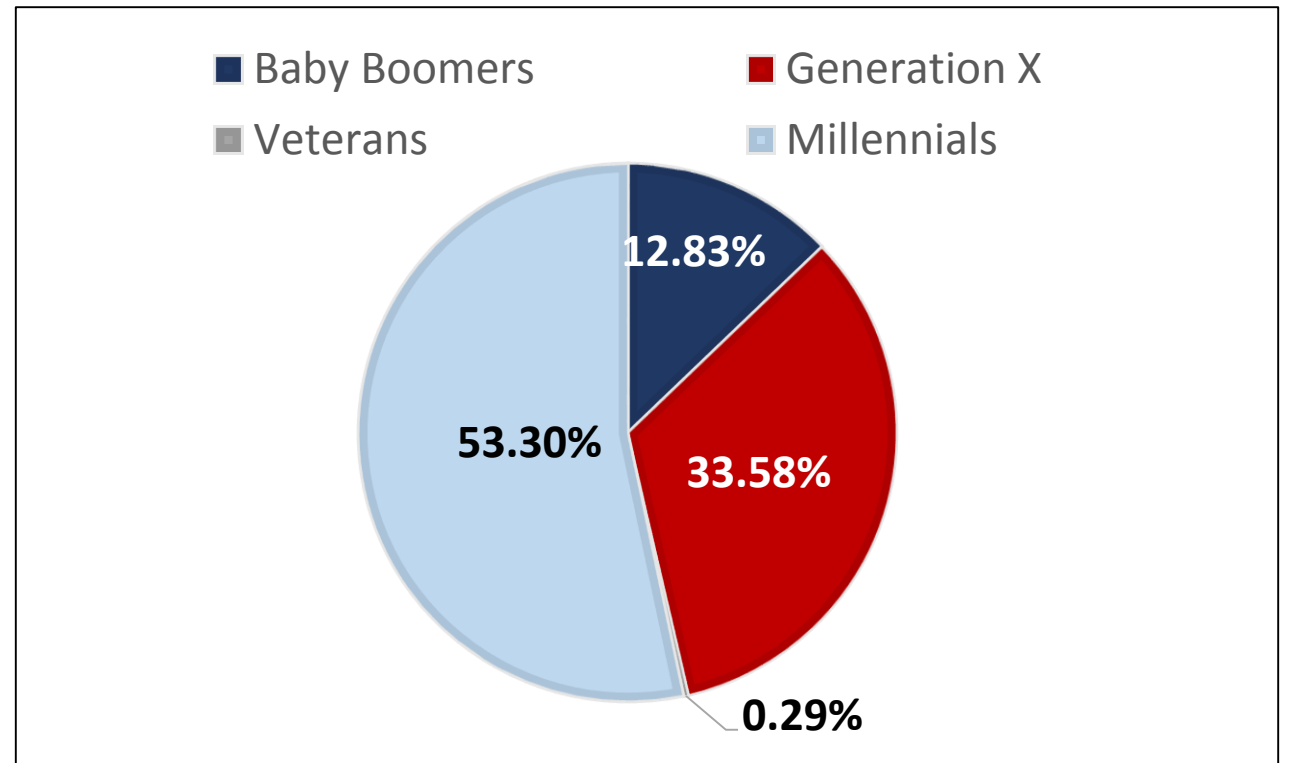
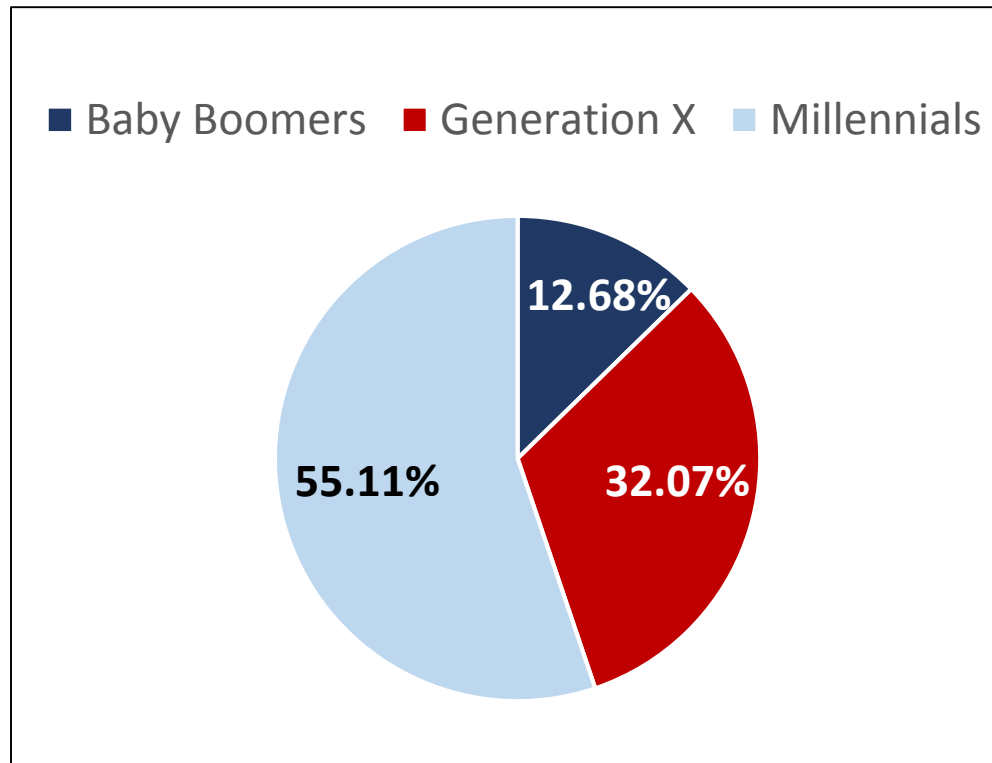
FY2016 Employment Separations



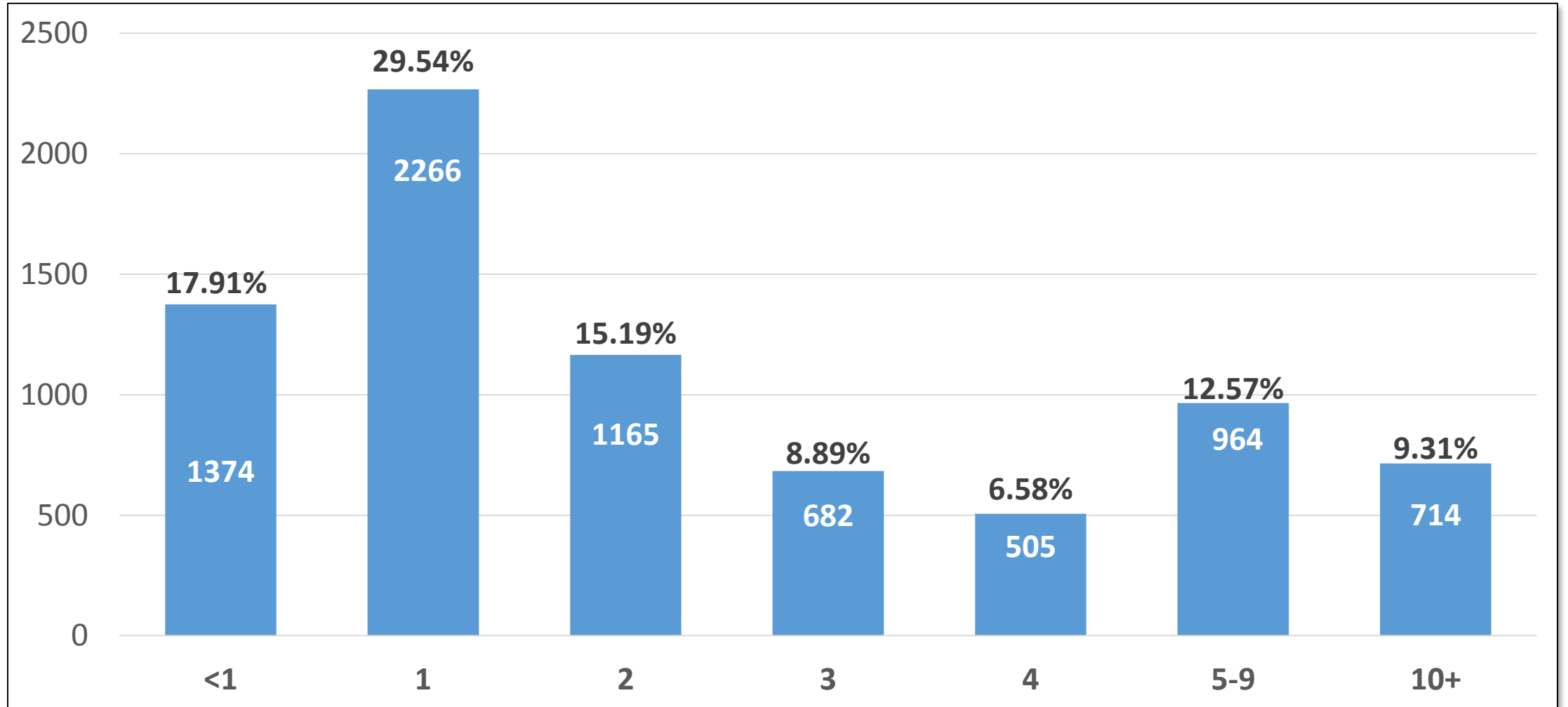
FY2016 Voluntary Separations by Generation

HIRES

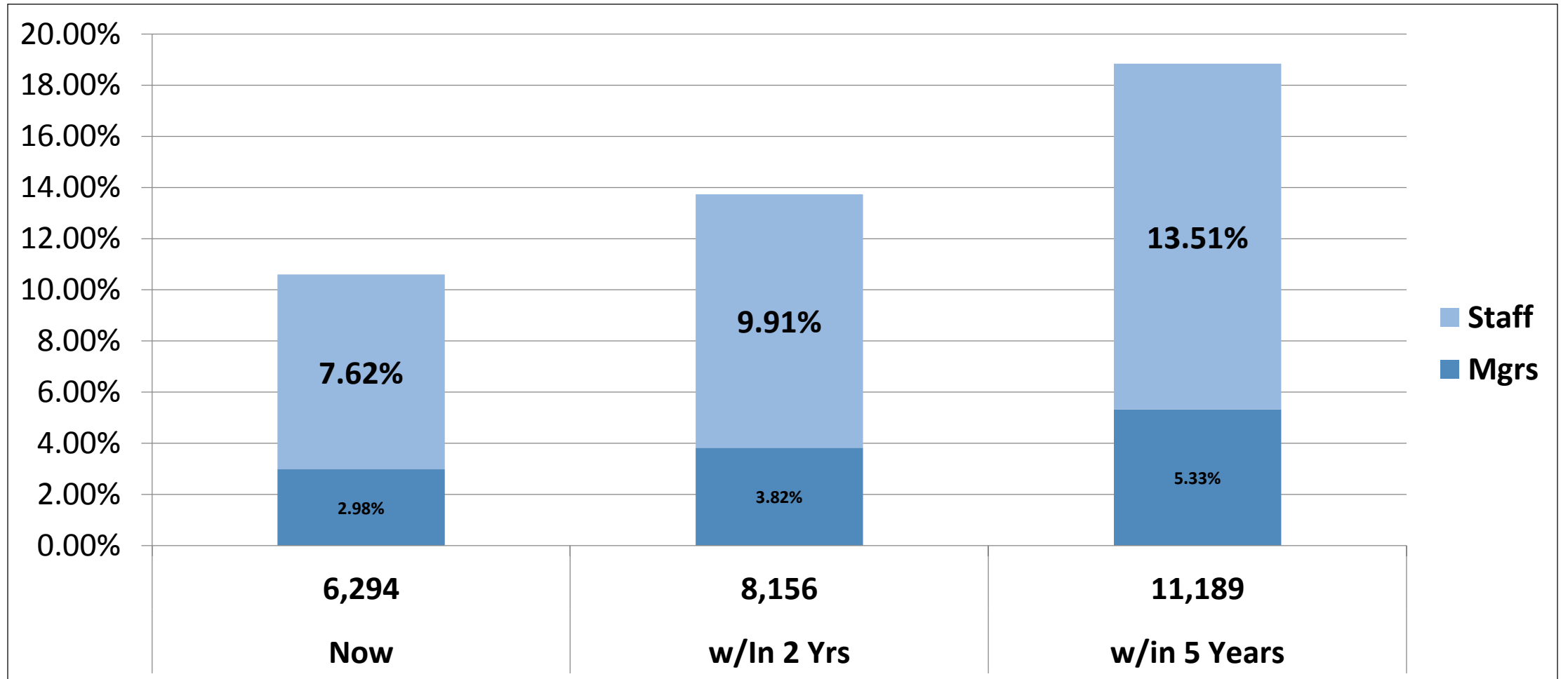
SEPARATIONS



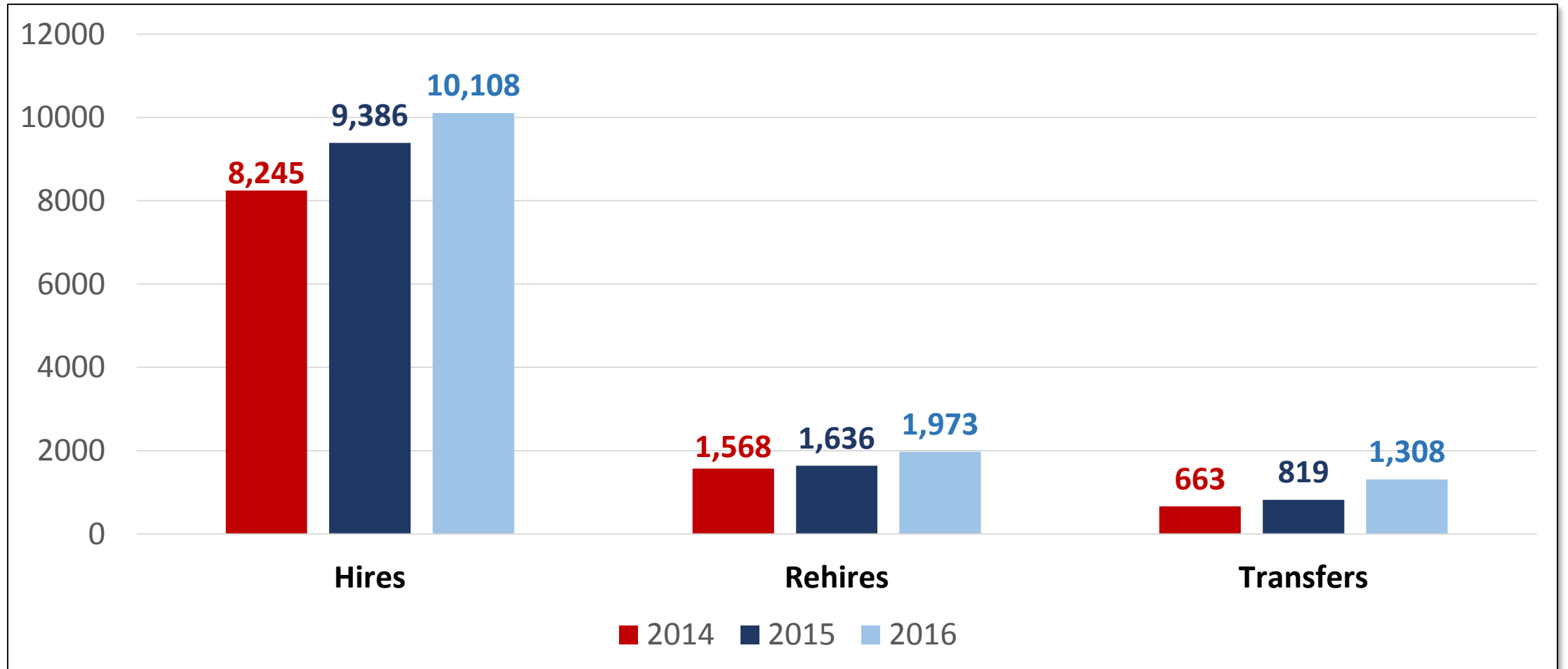
FY2016 Voluntary Separations by Tenure



Retirement Eligibility



FY2016 Hiring Activity



Connecting Performance Management To Retention

First Things First

Is Performance Management required?

Why do it?

- 1) State's top challenge is retention
- 2) Building a bench for future workforce
- 3) Manager Duty
- 4) Builds a relationship
- 5) Address barriers
- 6) Assess training needs of your team
- 7) Remain updated on team's work

What's The Problem?

Performance Management is not...

- an annual appraisal/review
- audit of achievements
- Done only for a pay raise



How to Do It Well

- ❑ Culture shift—ongoing support and development

- ❑ Agency goals cascaded to task level so employees can see where they fit in

- ❑ Collaborative goal setting using SMART Methodology
 - **S**pecific: What to do, when to do it, etc.
 - **M**easurable: How much? How many? Deadline? Any quantitative or qualitative observation
 - **A**ttainable
 - **R**ealistic: Expectations should match level of employee experience and within employee's control
 - **T**ime: Completion date

- ❑ Collaborative Development Plan
 - Competencies that need improvement
 - Next career move

- ❑ Frequent touchpoints—at least quarterly

The E-Performance Document

Performance Document - Annual Performance Review

Performance Criteria

Employee Name, Title

May add other competencies

Section 1-Core/Individual Competencies

Customer Service

Teamwork and Cooperation

Results Orientation

Accountability

Judgment and Decisionmaking

Talent Management

Transformers of Government

Mandatory Core Competencies ("Soft skills") for all employees

Mandatory Core Competencies ("Soft Skills") for employees with direct reports

Add Core/Individual Competencies

Section Weight 25% (not less than 25%)

The E-Performance Document

Performance Document - Annual Performance Review

Performance Criteria

Employee Name, Title

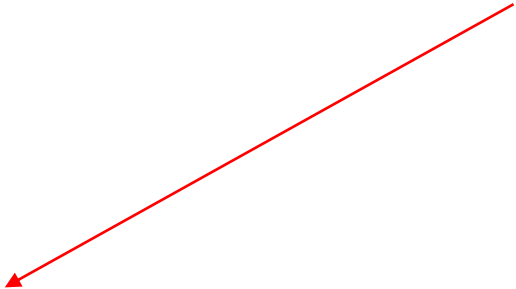
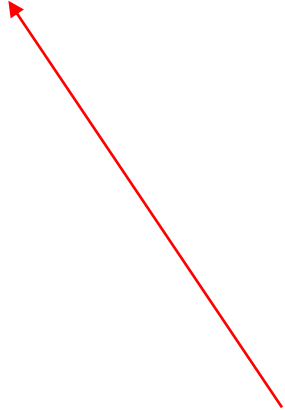
Section 2-Individual Goals

Add Individual Goals

Section Weight

Employer
determines weight

Click Here to Add SMART Goals Aligned
with Agency's Vision/Mission



The E-Performance Document

Performance Document - Annual Performance Review

Performance Criteria

Employee Name, Title

Section 3 – Job Responsibilities

Add Job Responsibilities

Section Weight

Employer determines weight

This Section automatically populates based on Job Code, but employer may edit

The E-Performance Document

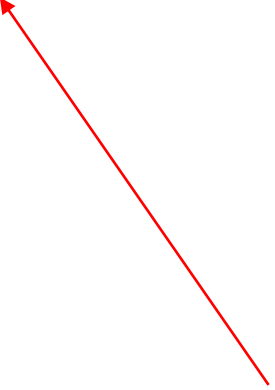
Performance Document - Annual Performance Review

Performance Criteria

Employee Name, Title

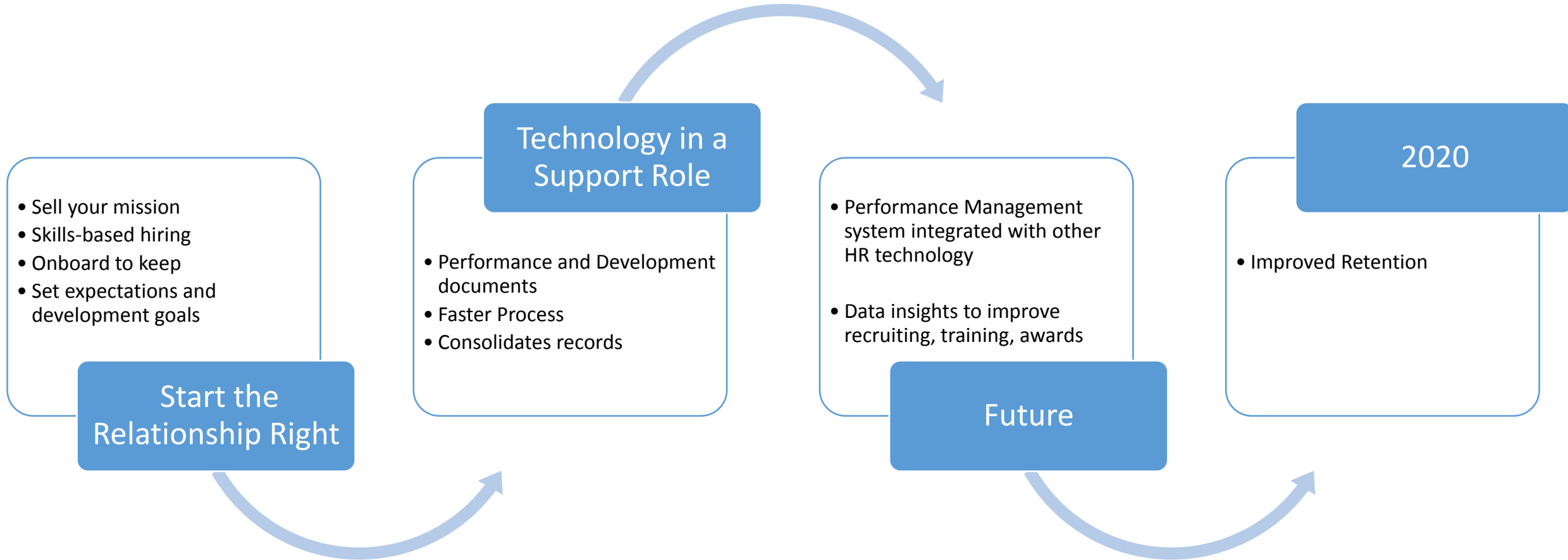
Section 4 – Individual Development Plan

Add Individual Develop Plan



Add learning activities here such as reading, training classes, certification courses, special assignments, mentors/job-sharing opportunities aligned with identified competency gaps in current job or to get employee ready for next promotional opportunity

Pulling it All Together



Key Takeaways

Performance Management.....

- Impacts retention
- Must be an ongoing
- Collaborative process
- That aligns daily work with agency goals
- Provides employees growth and development support
- To create a culture of shared responsibility for organizational success and career development
- And to distinguish and reward performance efforts

Questions?