

Number 7.0 - PERFORMANCE MANAGEMENT

Effective Date: March 1, 1996

Applicable To: All classified employees with the Executive Branch of the State of Vermont.

Issued By: Department of Personnel

Approved By: William H. Sorrell, Secretary of Administration

PURPOSE AND POLICY STATEMENT

It is the policy of the State of Vermont that employees have written performance standards from which managers and supervisors can evaluate their job performance. It is the State's goal that these performance standards will be in writing.

The mission of Vermont State Government is to provide essential services to the citizens of the State. Meeting this commitment requires that all State employees and managers perform their jobs as capably as possible.

A fundamental management responsibility is the planning, observation, evaluation, and development of employee job performance. Taken together, these activities constitute the process of Performance Management.

Annual performance evaluations are to be completed for all classified employees on the anniversary date of the employee's completion of original probation, or on the anniversary date of restoration, or reduction-in-force rehire to State service. The Performance Evaluation Article of the current Agreements between the State of Vermont and the Vermont State Employees' Association, Inc. must be adhered to when implementing this policy.

GENERAL GUIDELINES

The objectives of performance management are to:

- Improve communication between supervisors and employees.
- Encourage employee growth and development.
- Improve job performance and day-to-day performance management.
- Promote the fair, consistent treatment of all employees.
- Provide adaptability and flexibility.

Performance Management provides an effective way to influence and evaluate the work performance of employees. Clear job expectations and responsibilities can be

established in relation to organizational goals and objectives. Continuous feedback results in improved communication between employees and supervisors.

It is important for managers and supervisors to provide feedback to employees on their performance, and when necessary, to point out specific ways in which performance that has been deficient may be improved (See Number 8.0, Disciplinary and Corrective Action).

For more details and guidelines on the Performance Management Process, see *A Guide to the State Performance Management System* (See Appendix C).

RESOURCES

Performance Management is a fundamental responsibility of managers and supervisors. The planning, observation, documentation, review, and development of employee job performance is essential to a productive agency/department. Managers and supervisors might need to acquire new skills or gain confidence as effective participants in the Performance Management System. Various resources are offered through the Vermont Learning Center to help managers and supervisors acquire these skills. Consult the semi-annual *Vermont Learning Center Course Catalog* for course listings such as: Performance Management; Supervising Under the Contract; and Interviewing and Hiring.