

# State Performance Review System

Photo by Michael Snell

# Performance Management Training



# Participant Workbook

***Presented by:***  
***Kansas Department of Administration***  
***Office of Personnel Services***

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# Performance Management Process

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# Performance Management Process

## Training Purpose

*To equip supervisors and managers within the State of Kansas workforce with the knowledge needed to complete the components of the Performance Management Process and to become familiar with the new Performance Review Form.*

## Training Objectives

*As a participant you will.....*

- ◆ Become familiar with the new Performance Review Form
- ◆ Understand the components of the Performance Management Process (PMP)
- ◆ Learn how to utilize Special Reviews
- ◆ Be able to document incidents
- ◆ Acquaint yourself with progressive discipline

# Performance Management Process

What are the PMP components?

1. \_\_\_\_\_

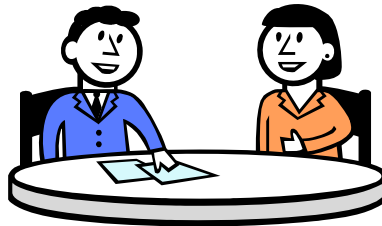
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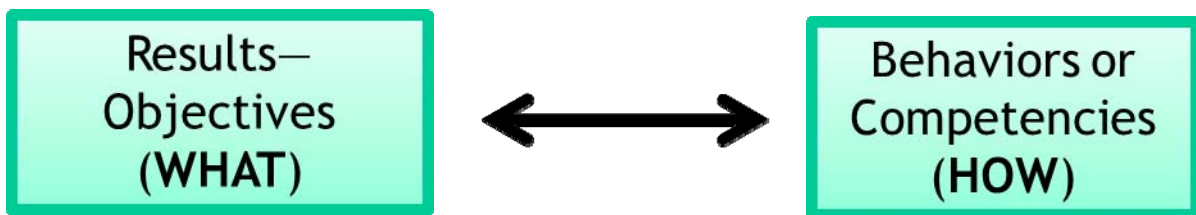


# Performance Management Process

## Performance Planning



Task Objectives & Competencies/Behaviors



Specific, Measurable, Attainable, Relevant & Time based

# Performance Management Process

Why have a Planning Discussion?

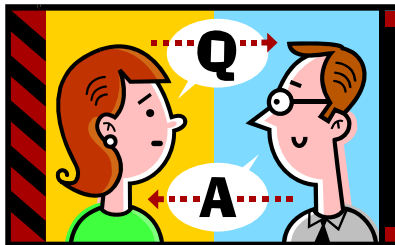
1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_



# Performance Management Process

Write 2 SMART Task Objectives:

1. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Specific, Measurable, Attainable, Relevant & Time based

# Performance Management Process

Write 2 Competencies/Behaviors

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Problem Solving/Decision Making**  
**Attitude/Accountability**  
**Productivity, Teamwork**  
**Customer Service, Communication**  
**Job Knowledge, Leadership**



# Performance Management Process

## ESSENTIAL REQUIREMENTS

### Dependability

*Recognizes responsibilities to the agency and applies effective work habits and attitudes to meet work requirements. Attends work regularly and on time, plans appropriately for absences and assumes personal accountability for work.*

### Agency Values

*Align actions with high standards of conduct, accept responsibility for behavior and exhibit personal integrity at all times. Acts as a role model for other employees and does the right thing, even when no one is watching. Demonstrates personal integrity and ethical behavior, displays good stewardship of public resources and adapts to changes in processes, procedures and responsibilities.*

**\*KAR 1-7-10(a)(6) An Unsatisfactory rating in Dependability or Agency Values will result in an Overall Performance Rating of Unsatisfactory**

# Performance Management Process

## Dependability

Attends work regularly on time:

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Plans appropriately for absences:

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Assumes personal accountability for work:

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# Performance Management Process

## Agency Values

Demonstrates personal integrity and ethical behavior:

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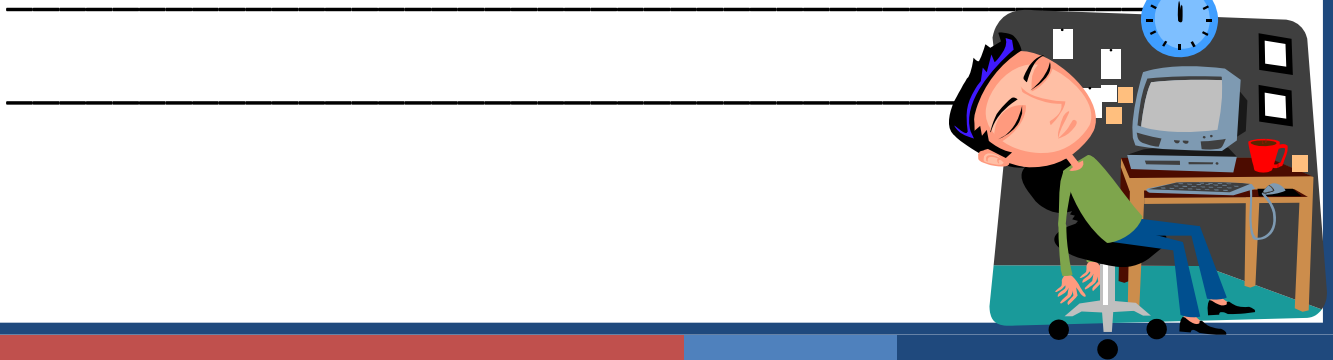
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Displays good stewardship of public resources:

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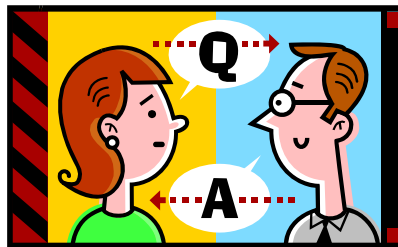
Adapts to changes in processes, procedures or responsibilities



# Performance Management Process

## Steps for Planning Discussion?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_



When must it be completed?

\_\_\_\_\_

# Performance Management Process

## Coaching & Feedback

*Day to day process of communicating with employees to give feedback, reinforce effective performance & to help improve performance.*



When should you give coaching guidance?

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# Performance Management Process

## Coaching & Feedback

What makes up good feedback?

1. Timely: \_\_\_\_\_

\_\_\_\_\_

2. Specific: \_\_\_\_\_

\_\_\_\_\_

3. Objective: \_\_\_\_\_

\_\_\_\_\_

4. Private: \_\_\_\_\_

\_\_\_\_\_

5. Document: \_\_\_\_\_

\_\_\_\_\_

# Performance Management Process

## Mid Year Review

What is required?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

When must it be completed?

\_\_\_\_\_



# Performance Management Process

## Annual Review

What is required?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

When must it be completed?

\_\_\_\_\_





# Performance Management Process

## Overall Rating



How can you track performance?

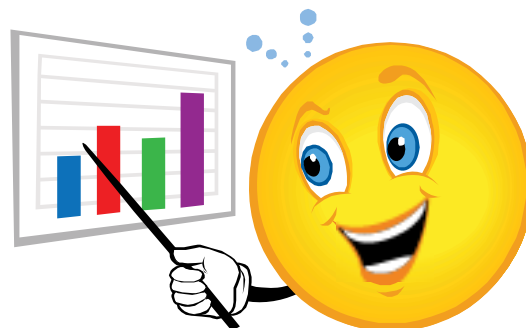
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# Performance Management Process

## KOSE Requirements

1. \_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

3. \_\_\_\_\_

\_\_\_\_\_

4. \_\_\_\_\_

\_\_\_\_\_



# Performance Management Process

## Special Reviews

*K.A.R. 1-7-10(a)(5)an appointing authority may conduct a special performance review for any employee at any time under the PMP.*

Steps to take to begin a Special Review:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

*\*Special reviews are to run concurrent with annual reviews.*

# Performance Management Process

Steps to take during a Special Review period:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Closing out a Special Review:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

# Performance Management Process

## Review Appeals

*KAR. 1-7-11(a): Any classified employee who receives a performance rating that is lower than the highest possible rating may appeal that rating if the employee meets either of the following conditions:*

- (1) The employee has permanent status, including an employee with permanent status who is serving a probationary period due to a promotion.*
- (2) The employee is serving a probationary period due to a re-hire on the basis of reinstatement*

### Appeal Steps:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

# Performance Management Process

Information considered by appeal Committees:

1. \_\_\_\_\_

2. \_\_\_\_\_

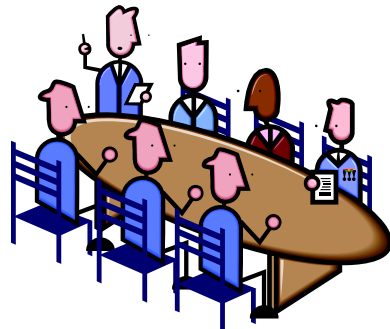
3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

6. \_\_\_\_\_

7. \_\_\_\_\_



# Performance Management Process

## Documenting Incidents

FOSA



**F – Facts** \_\_\_\_\_

**O – Objectives** \_\_\_\_\_

**S – Solutions** \_\_\_\_\_

**A – Actions** \_\_\_\_\_

# Performance Management Process

## Document all discussions

Mary,

On March 5th we met to discuss an incident that took place earlier in the day where you used foul language in an abrasive tone of voice towards a co-worker in a public part of the office which left the co-worker feeling very upset. We read over KSA 75-2949(e) that Failure to maintain satisfactory and harmonious relationships with the public and fellow employees is grounds for discipline. If a situation like this happens again I informed you that you will be disciplined and that will go in your official personnel file.

Thank you,  
Supervisor





# Performance Management Process

## Progressive Discipline

KSA 75-2949

- Verbal Counseling
- Written Counseling
- Written Reprimand
- Proposal of Suspension
- Proposal of Demotion
- Proposal of Termination

NOTE: Suspension, Demotion and Termination of classified employees may be appealed to the Civil Service Board.



# State Performance Review System

Photo by Michael Snell

Website:

[www.da.ks.gov/pmp](http://www.da.ks.gov/pmp)

Email questions to:

[PerformanceMgmt@da.ks.gov](mailto:PerformanceMgmt@da.ks.gov)

or

[Danelle.harsin@da.ks.gov](mailto:Danelle.harsin@da.ks.gov)