

POLICY AND PROCEDURE STATEMENT
THE UNIFIED GOVERNMENT OF ATHENS-CLARKE COUNTY (ACCGov)

POLICY SUBJECT: ACCGov Performance Pro Pilot System User Policy

POLICY NUMBER: HR-006

EFFECTIVE DATE: May 1, 2021

I. Purpose

The purpose of this policy is to support use of the Performance Pro performance management system in administration of the FY22 Performance Pro Pilot ("Pilot") to:

- A. Ensure employees connect their valued work to ACCGov goals in service to the Athens-Clarke County community;
- B. Ensure employees understand performance standards demonstrating ACCGov values, job competencies, individual goals and professional behavior;
- C. Provide employees with specific and ongoing feedback as to how they are performing relative to those performance standards;
- D. Distribute ACCGov Mayor & Commission approved, merit-based pay for performance rewards;
- E. Identify development and training opportunities;
- F. Address performance that does not meet standards and expectations through documented efforts in performance management that support training, coaching, and mentoring, and as needed, correction via progressive discipline.
- G. Ensure the accountability of supervisors in meeting expectations for managing employee performance and behavior through timely and positive reinforcement; private, and professional guidance and correction, and effective documentation and follow through in those efforts.
- H. Capture all relevant performance evaluation data to be used in and reconciled with the regular annual performance evaluation forms of record under the current Performance Management Program (PMP) for any FY22 approved performance pay distribution.

II. Scope

- A. This policy applies to regular full-time and grant contract employees participating in the Pilot, and who are eligible for ACCGov Mayor & Commission approved, merit-based pay for performance.
- B. Supervisors are encouraged to apply this policy and Pilot to part-time, seasonal or other employees consistent with the above in "Section I. Purpose."
- C. The Human Resources Department shall be responsible for administration of both the Pilot and current Performance Management Program (PMP) and systems, with support from Organizational Development, and under the authority of the ACCGov Manager.

III. Disclaimers

- A. All exceptions to this policy must be approved by the ACCGov Manager.
- B. ACCGov prohibits employee grievance or appeal of performance evaluations absent credible complaint of discrimination, harassment, hostile work environment, or work place retaliation as provided for in the *ACCGov Discrimination and Harassment Policy* or other applicable policy or law. Otherwise, employees may enter their written comments or rebuttals to an evaluation for inclusion in their official employee performance record.
- C. No Pilot evaluation will be placed in any official employee file; nor serve as basis for employment decisions. Pilot evaluations are not official records of performance evaluation and are for test purposes only.
- D. Where any provision or language of this policy conflicts with or is inconsistent with related ACCGov Personnel System provisions, ACCGov ordinance, or any applicable state or federal law, such shall supersede this policy.

IV. Definitions

Career Development Goals: Goals that contribute towards professional development and/or career growth. These may be short, medium, or long range goals.

Core Value: A principle or belief of central importance to ACCGov intended to form the foundation on which we perform work and conduct ourselves in service to the community.

Competencies: Key capabilities, characteristics, and behaviors that ACCGov employees need to develop and demonstrate to successfully meet or exceed performance expectations in their specific jobs. These shall include core ACCGov competencies expected of all employees, competencies specific to supervisory responsibilities, and those that are specific to established job families or specific positions.

SMART Performance Goals: Specific, measurable, attainable, relevant, time-based (SMART) goals developed by subject matter experts (i.e., department personnel). Such goals should map to the employee's job description and align with some or all of the following: ACCGov Mayor & Commission Strategic Commitments, and department objectives and initiatives, career development, as well as relevant performance metrics whenever possible.

V. Pilot User Procedures

The Pilot will run in parallel with the current official ACCGov PMP process. The annual PMP evaluation form will serve as evaluation of record for the FY22 performance management cycle. The ongoing Pilot will capture quarterly feedback that may be culled and reconciled to the PMP annual evaluation to ease burden of having to run these two processes in tandem.

- A. Pilot Group Training Requirements
 - 1. All system users are required to attend training prior to system access.
 - a. A PerPro Learning Path has been developed to train employees on the new concepts and a recorded webinar will be made available for users and system navigation.

- b. This training is available in the TakeAim LMS. All employees will be given access to this essential training material prior to access to the Performance Pro system.

B. Pilot Performance Assessment

- a. 1. Pilot Rating Scales Competency Scale and Core Values Scale Descriptors
 - Regularly Exceeds High Standards
 - Meets High Standards
 - Meets Standards
 - Inconsistently Meets Standards
- b. SMART Goal Scale Descriptors
 - SMART goal factors were met by the deadline while consistently demonstrating Core Values
 - SMART goal factors were met by the deadline
 - SMART goal is still in progress
 - SMART goal factors were not met by the deadline

2. Quarterly assessments will include comments for each rating across three weighted sections.

a. *ACCGov organizational values (20%)

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|-----------------------------|-------------|
| ▪ Communication | = 20 points |
| ▪ Organizational Commitment | = 16 points |
| ▪ Customer Service | = 16 points |
| ▪ Professionalism | = 16 points |
| ▪ Innovation | = 16 points |
| ▪ Collegiality | = 16 points |
| | =100 points |

** These Core Values are place holders as ACCGov Core Values initiative is ongoing.*

b. Competencies (40%)

Employees will be rated on a set job-related competencies established for each job family and the positions assigned within. Each competency has been initially weighted by Human Resources. Such competencies and their weights are meant to describe the behaviors critical to effective job performance.

Employees with supervisory responsibility will be rated on one of the following additional competencies:

- Leadership
- Employee Management
- Management Effectiveness

c. Individual Goals (40%)

Individual goals are collaboratively developed with employees and define what is expected of an individual employee in their specific job and ongoing career development.

Two to four individual goals per quarter should be established to include both SMART Goals and Career Development Goals:

- SMART Goals should be directly related to job description essential duties; align with Mayor & Commission Strategic Commitments; related department projects and initiatives, and relevant performance metrics whenever possible.
- Career Development Goals are those that contribute towards professional development and/or career growth. These may be short, medium, or long range goals, with a specific milestone achievable within the prescribed performance cycle.

Employees need to see and value the connection of their individual work and development to the greater organizational efforts in service of the ACC community. Individual goals should engage, challenge, develop employees and reflect common purpose.

Each supervisor and employee should collaborate on the appropriate weighting for each of the goals. The weights must be in whole numbers and be equal to 100 points; however, they do not have to be evenly distributed across goals. (See 2.a Core Values)

B. Pilot Evaluation Cycle

The Pilot will run on a quarterly performance assessment cycle of 1) planning, 2) managing and 3) reviewing.

1. Planning: Individual employee goals should be established collaboratively in this phase to gain commitment and understanding, and follow the SMART goal criteria (specific, measurable, achievable, relevant, and time based).

Individual goals align with the employee's job description; ACCGov Mayor & Commission FY goals and objectives; department objectives and initiatives; career growth and development; and relevant performance metrics whenever possible.

Individual goals should include Career Development Goals describing targeted opportunities for learning and growth. This may include training, conferences, assignments, or opportunity to effectively demonstrate specified knowledge, skills, and abilities into practice.

Two to four individual goals per quarter are recommended and may carry over with updated progress assessed across quarters as needed.

2. Management: The Pilot system facilitates capture of key performance data, highlights, and challenges in preparation for quarterly reviews. Supervisors should input data and performance information per ACCGov training. Employees will also be required to enter self-appraisal information during the same period.
3. Review: Performance will be assessed per the Pilot rating scale with direct supervisor comments and data input for each rating. Assessment must be consistent with ACCGov training where supervisors will, in turn, be evaluated on their performance of supervisory responsibilities.

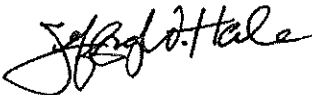
Direct supervisor and employee meet quarterly for performance review dialogue. Well-developed SMART goals (planning) with timely and ongoing (management), should allow for well-informed, detailed and professional performance discussions.

C. Annual Assessment and Performance Pay

1. The quarterly Pilot cycle culminates with an annual Pilot assessment in the fourth quarter of the fiscal year with an overall annual rating.
2. Annual Pilot overall rating will be automatically calculated as the average of quarterly Pilot assessment ratings.
3. However, the current PMP annual evaluation form will need to be completed to serve as the annual evaluation of record for purposes of awarding any available FY23 performance pay increases. Supervisors should rely on the data captured throughout FY23 in the Performance Pro Pilot system to complete FY23 PMP evaluation form as much as possible.

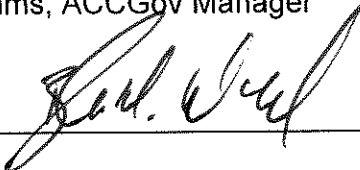
Recommended By:

Jeff Hale, Human Resources Director

Signature:  03/22/2021

Approved By:

Blaine Williams, ACCGov Manager

Signature:  9/29/21

COMPETENCY GLOSSARY

Attention to Detail	The level at which tasks are performed carefully, accurately, and in accordance with specific instructions. Consistency of work quality and compliance with standards, requirements, and expectations. The tracking of numerical data and detailed organizational information, and the careful application of grammar, spelling, and punctuation rules.
Budget Development and Control	The degree to which the individual projects, develops, and meets budgets, in accordance with company financial guidelines and controls.
Communication	The ability to effectively converse and listen to others concerning company matters. The use of proper written and grammatical skills, and the meaningful application of computer technology [e-mail, Internet, etc.].
Decision-Making/Judgment	The ability to make prudent decisions that are timely, well researched, and reflect awareness of impact.
Dependability	The degree of follow-through on assignments. The degree to which the employee can be counted on to complete assignments in a timely and competent manner. The degree to which the employee is self-directed, takes initiative, and is proactive.
Employee Management	The degree to which the supervisor creates a positive management environment. The ability to motivate employees, preserve high morale, and supervise with fairness and consistency.
Equipment Maintenance & Usage	The degree to which one complies with proper use, maintenance, and record keeping of assigned equipment.

Ethics	The level of trustworthiness, character, professionalism, confidentiality, and honesty in dealing with internal or external customers.
Fireground Performance	The degree and level of performance of fireground activities including size-up, rescue, exposure protection, ventilation, attack, salvage and overhaul.
Innovation	The ability to adapt to fast-changing environments. Willingness to take risks and to consider new approaches to improve the organization's competitive position.
Job Knowledge	The depth and breadth of know-how to perform essential duties and functions of the job. The level of compliance with degree, certification, and training requirements. Understanding of how individual job performance furthers organizational objectives. Willingness to update and expand skills, knowledge, and training.
Leadership	The ability to effectively lead others in achieving stated duties and assignments. The degree to which the manager demonstrates a positive example in leading staff toward achievement of company goals and mission.
Management Effectiveness	The overall ability to supervise and direct people and/or resources to meet department goals. The level at which one is able to motivate people, plan and prioritize unit operations, respond to changing conditions, and manage costs effectively.
Organizational Skills	The ability to manage tasks, projects, information, and materials within a well-ordered system. The degree to which multiple assignments are managed and completed according to established schedules.

Policy Compliance	The degree to which the employee has a knowledge of and complies with organizational policies.
Problem Solving	The ability to predict, recognize, and define problems. Skill in generating, selecting, and implementing timely and meaningful solutions.
Productivity	The level of work output or efficiency as compared to a standard or compared to others. The ability to use time and resources well.
Public Relations	The level of focus and professional service provided to customers and outside contacts. The productive relationship with community groups, outside representatives, and businesses within the competitive environment. The ability to diffuse problems and maintain a positive image of the organization.
Quality	The level of ability to perform work assignments free from mistakes or errors.
Responsiveness	The degree to which the employee responds to needs and issues of customers and departments to achieve optimal results for the organization. The ability to fulfill customer requests, both internally and externally in a timely manner, and anticipate and control obstacles.
Safety	The degree to which safety standards and procedures are followed and accidents are avoided. The level of demonstrated emphasis on creating and maintaining a safe work environment.

Teamwork & Cooperation	The degree to which individuals promote a collaborative, cooperative, and productive working environment. The level of demonstrated sensitivity, team building, support, and respect. The degree of synergy promoted.
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