SUPERVISORY MANUAL

Performance Appraisal System

For a
New – Century
State Workforce

State of Hawaii
Department of Human Resources Development
July 1, 2001

PERFORMANCE APPRAISAL SYSTEM
POLICY STATEMENT

Public service is challenging and rewarding work. We provide vital services for the people of Hawai`i and they rely on each of us to do our jobs well.

To be successful in our jobs, all of us – managers, supervisors, and employees alike – must work together in a united effort. We must regularly communicate with each other and give feedback to ensure that we're moving forward in the same direction and adapt in an ever-changing world. And we must continually motivate and innovate with each other.

When work performance is excellent, it should be acknowledged and recognized. This requires that job expectations and job responsibilities be clearly communicated and understood. When work performance is unacceptable, employees and managers need to talk, to identify what isn't working and what needs to be done to improve.

Therefore, to provide the framework for promoting continuous improvement, it shall be the policy of the State that:

- The State's performance appraisal system shall be used to evaluate whether employees meet the performance requirements of their positions and to improve performance.
- Supervisors shall evaluate the performance of their employees serving initial or new probationary appointments no later than at the end of the employee's probation period.
- Supervisors shall evaluate the performance of their civil service employees annually.
- The Appointing Authority shall inform an employee in writing whenever the employee's performance is substandard.
- When an employee's performance is substandard, the employee shall be afforded a reasonable period, up to three months, to bring the employee's performance to a satisfactory level. Extensions may be given at the discretion of the Appointing Authority.

The attached PAS Supervisory Manual provides guidelines for administering the State's Performance Appraisal System (PAS). With this tool, let us all work towards achieving our goal – doing the best job possible for the people of Hawai`i.

Please note that the attached manual is intended as a guide for supervisors. If any part is declared invalid by reason of any existing administrative rule, policy, collective bargaining agreement, or state or federal law, such invalidation of a portion of this manual shall not invalidate the remaining portions thereof.

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INTRODUCTION

Our employees are the State's most valuable resource in providing efficient and effective services to the people of Hawai`i. It is important that all employees understand their work assignments and the results expected of them.

The Performance Appraisal System (PAS) provides supervisors with an effective tool to evaluate their employees' work performance and also to help employees improve their work performance.

The PAS can only work if employees, supervisors, and managers understand it. This manual explains how the appraisal program works and clarifies everyone's roles and responsibilities.

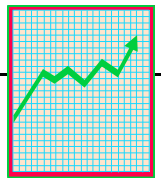
If you have any questions, please contact your Departmental Personnel Office.

AFFECTED EMPLOYEE GROUPS

Who Is Covered By This Program?

The PAS applies to all bargaining unit employees (including their "excluded" bargaining unit counterparts), who are full- or part-time and whose appointments are probationary or permanent. The program may also apply to employees serving in other types of non-regular appointments, at the discretion of the department head.

PURPOSE OF THE PERFORMANCE APPRAISAL SYSTEM



Why Do I Need To Do Performance Appraisals?

IMPROVE PERFORMANCE

The law states that there must be a performance appraisal system. Section 76-41, Hawaii Revised Statutes, states that the purpose of the system is to ***evaluate*** the performance of employees in the civil service system and to ***improve*** employee performance. The PAS is also used as the basis for evaluating whether employees in the civil service meet performance requirements for their positions.

This will happen only if employees and supervisors have good communication about performance expectations and requirements. This appraisal program gives you the tools to set up clear communication and understanding with your employees.

OTHER BENEFITS

The performance appraisal should also be used to:

* Decide performance expectations/requirements and discuss them with your employees.
* Determine if performance expectations/requirements are being met and how well they are being met.
* Have periodic supervisor/employee performance discussions.
* Objectively document employee performance.
* Inform employees of any performance strengths and/or weaknesses.
* Bring about constructive changes in work performance.
* Serve as a consideration in making promotion decisions.

DEFINITIONS

Annual Performance Appraisal Culmination of continuous evaluation of an employee's work performance during a twelve-month period.

Appointing Authority A department head or designee having the power to make appointments or changes in the status of employees.

Employee Full-time and part-time civil service employees of the Executive Branch of Hawai`i State government in all bargaining units.

Persons covered under this definition include:

* Employees serving initial probationary appointments
* Members of the civil service

Persons **NOT** covered under this definition include:

* Exempt employees of all bargaining units
* Employees of those departments approved by the Director of Human Resources Development for exclusion from coverage

Partial Annual Performance Appraisal Culmination of continuous evaluation of an employee's work performance during a *portion* of a twelve-month period.

Performance Category Factor that is used to evaluate an employee's performance.

Performance Expectations Instructions/Explanations provided by the supervisor as to what is expected of the employee on the job for each Performance Category.

Probation Period *Initial Probation Period:*
Generally, a period of six months and not more than one year. This period serves as a test of an employee's qualifications for the position. The *initial* probation period is for an employee who has newly entered the State civil service to fill a permanent position.

New Probation Period:
Generally, a period of six months and not more than one year. This period serves as a test of a *regular* employee's qualifications for the position in which he/she is employed through a promotion,

transfer, demotion, etc.

Probation periods may be adjusted for periods of absence from work if the absences affect management's ability to evaluate the employee's performance.

Probation Period Appraisal Culmination of continuous evaluation of an employee's work performance during the *initial* or *new* probation period.

Rating Levels *Exceeds Expectations:* Employee's job performance is outstanding and exceeds supervisor's expectations/performance requirements.

Meets Expectations: Employee's job performance is satisfactory and meets supervisor's expectations/performance requirements.

Does Not Meet Expectations: Employee's job performance is unsatisfactory and is below supervisor's expectations/performance requirements.

Regular Employee An employee who has been appointed to a position in the civil service in accordance with Chapter 76, Hawaii Revised Statutes, and who has successfully completed the employee's *initial* probation period, or as provided by statute.

Regular Status The status and rights enjoyed by an employee upon satisfactory completion of the employee's *initial* probation period, or as provided by statute.

Reviewing Officer Level of management above the supervisor who reviews and signs the performance appraisal form.

Significant Performance Category "Critical" factor that is used to evaluate an employee's performance which the employee must satisfactorily perform to pass the evaluation.

Supervisor Person who plans, assigns, and reviews the work of subordinate employees, and is generally responsible for conducting their performance appraisals.

Working Supervisor A person who supervises others and also is assigned to spend a significant amount of time performing non-supervisory work. The non-supervisory work performed may be the same kind of work as that done by subordinates or a different kind of work.

PERFORMANCE APPRAISAL SYSTEM OVERVIEW

What Do I Need To Do?

The performance appraisal process is divided into three phases:

☞ **PHASE I**

Performance Planning, Communication of Performance Expectations/Requirements and Goals/Projects

The planning takes place by, or shortly after, the beginning of the performance appraisal period. At that time, you should meet with your employee to discuss:

* The duties of the job.

* The Performance Categories and how they relate to performance expectations/requirements and any specific goals/projects.

* The importance of the "Significant" Performance Categories ("Quality of Work" and "Quantity & Timeliness of Work") and how a "Does Not Meet Expectations" rating in just **one** such category will result in an **Overall Rating** of "Does Not Meet Expectations."

* How the employee can get an **Overall Rating** of "Meets Expectations."

This discussion should give the employee a clear understanding of what is expected of his/her job performance. Be sure the employee has a copy of the "PAS Summary for Employees."

☞ **PHASE II**

Performance Monitoring and Coaching

This is an ongoing process throughout the appraisal period. To do a good job of monitoring, you should:

* Observe and make notes of *significant* incidents.

* Communicate regularly with the employee.

To coach effectively, you should:

* Provide guidance and support, as needed, throughout the appraisal period.

☞ **PHASE III**

Completion of the Appraisal

This is the last phase. It comes at the end of the rating period. This is when you must evaluate the employee's performance for the entire rating period and must:

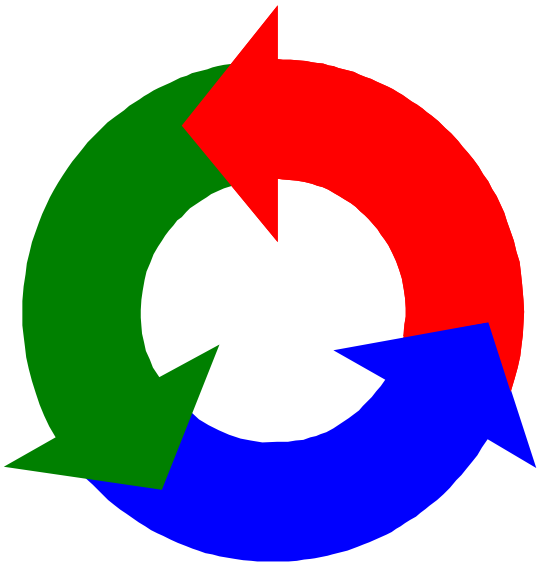
* Complete the appraisal forms.

* Conduct the performance appraisal conference with the employee.

Then, begin the cycle again, starting with PHASE I**.**

IMPORTANT NOTE:

The appraisal may affect other personnel actions, such as, gaining "regular status," any legally authorized movements in compensation based on work performance, etc. Therefore, be sure that the appraisal forms are completed and turned in on time to your Departmental Personnel Office.



<u>PHASE I</u>: PERFORMANCE PLANNING, COMMUNICATION OF PERFORMANCE EXPECTATIONS/REQUIREMENTS AND GOALS/PROJECTS

REVIEWING PERFORMANCE CATEGORIES, DISCUSSING EXPECTATIONS/REQUIREMENTS AND GOALS/PROJECTS WITH THE EMPLOYEE

Where Do I Begin?

Phase I in the Performance Appraisal System starts with performance planning. For new employees, it begins when the employee starts in the position (initial or new probationary appointment). For other employees, it begins by, or shortly after, the start of an employee's annual performance appraisal rating period. At that time, your Departmental Personnel Office will send you the appraisal forms you will need to use. However, if you do not receive them, blank copies are at the end of this manual for you to make copies from. When you receive the forms, you should:

- Review your employee's position description. Make sure it is up-to-date/current and accurate. Think about key activities that are important to the job.

- Review the Performance Categories and decide if O***ptional*** ones should be applied to your employee in addition to the ***Fixed*** categories (See page 8).

- Think about special goals/projects (related to the employee's class of work) that you want the employee to accomplish for the rating period.

- Think about performance expectations/requirements you should discuss with the employee. To help you develop your performance expectations/requirements, ask yourself, "What do I expect my employee to accomplish during this rating period?"

- Think about how the Categories "Reliability & Initiative," "Relationships With Others," "Safety & Use of Equipment," and any other Categories selected/added may affect the ***Significant*** Categories of "Quality of Work" and "Quantity & Timeliness of Work." You may need to explain that to the employee during your meeting. (See page 9.)

What Do I Need to Know About Performance Categories?

Performance Categories are factors that are used to evaluate an employee's performance. ***Significant*** *Performance Categories* are the "critical" factors used to evaluate an employee's performance, which the employee must satisfactorily perform to pass the evaluation.

There are ***Fixed*** Performance Categories - those that all employees must be rated on, and there are ***Optional*** Performance Categories - those that the supervisor has the option of selecting.

For the following employee groups, the ***Fixed*** Categories are:

Worker:	Working Supervisor:	Full Supervisor:
Quality of Work	Quality of Work Unit Output	Quality of Work Unit Output
Quantity & Timeliness of Work	Quantity & Timeliness of Work Unit Output	Quantity & Timeliness of Work Unit Output
Reliability & Initiative	Reliability & Initiative	Supervision
Relationships With Others	Relationships With Others	Appraising Subordinates
Safety & Use of Equipment	Safety & Use of Equipment	Planning, Organizing, Setting Priorities
	Supervision	Reliability & Initiative
	Appraising Subordinates	Relationships With Others
		Safety & Use of Equipment

The ***Optional*** Categories are:

Worker	Working Supervisor	Full Supervisor
Communication	Communication	Financial/Budget
Job Knowledge	Job Knowledge	Mission Commitment
Problem Solving & Decision Making	Problem Solving & Decision Making	Communication
Planning, Organizing, Setting Priorities	Planning, Organizing, Setting Priorities	Job Knowledge
Other	Other	Problem Solving & Decision Making
		Other

*Blue collar workers should generally be rated on the **Fixed** Categories only. **Optional** categories may be selected if you determine they are applicable. **"Other"** categories may be added with prior approval from your supervisor and your Departmental Personnel Office.*

When deciding whether to select an ***Optional*** category to rate your employee, ask yourself:

Is this factor important to the employee's job?

If you answer "Yes," then select the Category by placing a checkmark (✓) in the box.

When deciding whether to add a new Category of your own under the "***Other***" Category section (block #10 of HRD 527 and block #14 of HRD 528), ask yourself:

Is that new factor important and unique to the employee's job and different from the rest of the Categories?

If you answer "Yes," then:

- First, get approval from your supervisor and your Departmental Personnel Office to add the category.
- Choose a title for the category and think of a brief description.
- Write the information on the appraisal form in the "***Other***" Category section and place a checkmark (✓) in the box.

When adding ***"Other"*** Categories, remember that they should consistently apply to all employees doing similar work. That's why it's important to check with your supervisor and your Departmental Personnel Office before adding ***"Other"*** Categories.

Keep in mind that the ***Significant*** Categories of "Quality of Work" and "Quantity & Timeliness of Work" may be affected by other categories, such as "Relationships With Others," "Communication," etc. Try to explain to the employee how these other categories may affect the ratings for "Quality" and "Quantity & Timeliness." For example:

> Your clerk's major responsibility is to serve as a receptionist for the office. The way in which he/she performs in the Categories of "Relationships With Others," "Communication" and "Job Knowledge" may significantly affect the performance ***results*** or ***outcomes*** expected under "Quality of Work" and "Quantity & Timeliness of Work."

What Next?

After determining performance expectations/requirements, reviewing the ***Fixed*** Categories, and selecting ***Optional*** Categories, if any, you should do the following:

Step 1:

Review the appraisal forms. Correct any errors to the preprinted information and add any missing information. However, before you do so, check with your Departmental Personnel Office.

Step 2:

List goals/projects (related to the employee's class of work), if any, that you wish to set

for your employee for the rating period. If they are noted on other documents, you don't need to list them again. During the rating period, if additional goals are set or original goals are changed, be sure to discuss them with your employee.

Step 3:

You must next meet with the employee to:

- Discuss job duties, all Performance Categories, your expectations/requirements of the employee for the major duties and responsibilities of the job, and any goals/projects you expect the employee to achieve.

- Notify the employee on how the PAS works. Give the employee a copy of the PAS Summary for Employees (if he/she does not already have a copy). Inform the employee that ***Significant*** Performance Categories <u>are very important</u>. Be sure to tell him/her that even **<u>one</u>** "Does Not Meet Expectations" rating in any ***Significant*** Category will result in an **<u>Overall</u>** "Does Not Meet Expectations" rating. Also, be sure to let the employee know that he/she must get an "Exceeds Expectations" in **<u>both</u>** ***Significant*** Categories to get an **<u>Overall</u>** "Exceeds Expectations" rating.

Step 4:

The main purpose of this meeting is for the employee to understand the Performance Categories and <u>your</u> expectations and performance requirements, and how they apply to his/her job duties. You should encourage discussion. Use the Performance Category Benchmarks as a guide to explain the three rating levels to your employee. (See Appendix D, page 49.)

If the employee does not agree with you regarding how performance expectations/ requirements relate to his/her job duties, think about the employee's point of view. Then decide if any change is needed.

Step 5:

Explain that you may be conducting periodic performance discussions during the rating period to let the employee know his/her work progress, strengths and/or areas needing improvement.

Also, explain that you will be recording performance notes, especially incidents of outstanding and/or substandard work performance on the Supervisor's Discussion Notes form (HRD 529). Inform the employee that any notations made on the Supervisor’s Discussion Notes form will be shown to and discussed with him/her and that he/she will be given a copy of any notes that address performance problems/deficiencies. Explain to the employee that you will be keeping the form until the end of the employee's rating period in a confidential PAS working file and that the employee and/or union representative may review the contents of the working file during the rating cycle by making an appointment. (Note: At the end of the rating period, appraisal forms, including the Supervisor's Discussion Notes form, must be filed in the Official Personnel File [OPF]. Any

documents not filed in the OPF must be destroyed.)

Step 6:

Answer any questions or concerns the employee may have.

Step 7:

At the end of the meeting, the employee signs Section #2 of the Employee Performance Appraisal form, HRD 526, and may be given a copy, if requested.

If the employee does not wish to sign, note "Employee does not wish to sign" above the Employee Signature line. If you feel it is necessary, you may ask a witness to date and sign the form, verifying that the employee did not want to sign. Be careful that the witness does not see confidential information.

<u>PHASE II</u>: PERFORMANCE MONITORING AND COACHING

What Happens Next?

In the second phase, you need to observe, monitor, and coach the employee *throughout* the rating period. This phase of the performance appraisal program begins right after you talk with the employee about the Performance Categories, expectations, performance requirements, and goals/projects in Phase I.

This is an *ongoing* phase. You should regularly keep track of job performance. Let the employee know how he/she is doing through periodic performance discussions. These discussions promote two-way communication and may be done anytime during the rating period. Generally, these discussions are not to formally rate the employee, but are times to let the employee know his/her strengths and/or areas needing improvement. Base your discussions on the employee's job performance.

Record performance notes on the Supervisor's Discussion Notes form (HRD 529), especially for outstanding and/or substandard work performance. Talk to the employee about all comments made on the form. Do this at the time the note is made, or as soon as possible. If the notes describe performance problems/deficiencies, you must also either *orally* or *in writing* give the employee specific suggestions on ways he/she can improve the performance problem/ deficiency. (See “Documentation” on pages 15-16 for more details.) The employee must be shown any notes and be given an opportunity to make comments or a rebuttal on a separate sheet. Ask the employee to initial the notes. If the employee does not wish to initial, indicate "Employee does not wish to initial" on the Supervisor's Discussion Notes form. If necessary, you may ask a witness to date and sign the form, verifying that the employee did not wish to initial the form. **If the notation describes a performance problem/deficiency, you must give the employee a copy of the Supervisor’s Discussion Notes form at the time of your meeting or shortly thereafter.**

During the employee's rating period, you should keep the Supervisor's Discussion Notes form, together with your employee's other appraisal forms, in a confidential PAS working file. This confidential PAS working file should be kept in a secure place and only contain the employee’s PAS forms. An employee and/or his/her union representative may review the working file during the rating period by making an appointment. (Note: At the end of the rating period, all appraisal forms, including the Supervisor's Discussion Notes form, must be filed in the Official Personnel File.)

Phase II is a very important part of the performance appraisal process. During performance monitoring and coaching, you will be:

* Observing the employee's performance.
* Recording work performance, especially incidents of outstanding and/or substandard performance.
* Talking to the employee about work progress.

* Providing advice and help in areas where performance does not meet expectations.
* Giving constructive feedback.

THE NEED FOR PERFORMANCE MONITORING

Why Is Performance Monitoring Important?

The standard once-a-year performance appraisal does not give your employee enough feedback to improve performance. That is why the performance appraisal must be an *ongoing* process throughout the rating period.

You, the supervisor, must observe, monitor, coach, and when necessary, record employee performance during the appraisal period.

When your employee meets or goes beyond performance expectations, recognition and praise will reinforce progress towards meeting work unit objectives and increasing productivity.

Performance monitoring lets you identify performance problems early. It also allows you to begin working with the employee to correct problems. Consider coaching, training, and other developmental activities whenever appropriate. Begin them as soon as possible to help the employee.

To make sure the employee performs at the expected level, you must communicate with the employee *throughout* the rating period. Discuss actual performance in relation to performance expectations. Communication between you and your employee during the rating period helps ensure that there are no surprises in the Appraisal Conference, Phase III.

During Phase II, you should jot down on the Supervisor's Discussion Notes form, HRD 529, specific incidents that show outstanding and/or substandard work performance. In this way, the appraisal in Phase III will be:

* Fair and objective
* Job related

Also, your entries on the Supervisor's Discussion Notes form will provide reminders to help you determine the Final and/or **Overall Rating**.

PERFORMANCE FEEDBACK

Why is Performance Feedback Important?

Give lots of feedback to the employee during the monitoring phase. There are two kinds of feedback that can help the employee:

* Praise
* Constructive comments

Praise for a job well done encourages the employee. Praise supports the employee's work performance.

Constructive comments show the employee where he/she is having performance problems. They offer ways to correct those problems.

Feedback helps the employee to meet performance expectations/requirements. When feedback guides the employee, it is a useful learning tool. When it includes praise, feedback is supportive. The result is a more confident and competent employee.

Important research findings that support the use of feedback show that:

* Employees learn faster when feedback is clear.
* Regular feedback increases motivation.
* Regular feedback promotes high esteem and friendliness.
* Feedback improves performance when it makes comparisons to a previous goal or performance expectation.
* Regular, objective feedback increases job satisfaction.

After you give feedback, you may need to coach the employee to help him/her improve performance.

FEEDBACK GUIDELINES

Be Specific Information should be to-the-point. Instructions should be clear so that the employee fully understands.

Be Timely Feedback should be given to the employee right away, if possible, so that action can be taken while details are clear.

Relate It To Work Feedback should be objective and work-related. It should focus on the employee's job performance. If there is a performance problem, you should talk to the employee about how his/her performance is falling below your

expectations/requirements.

Ongoing Try to give feedback (both praise and constructive comments) often. This will help the employee accept constructive comments. It leads to improved performance.

DOCUMENTATION

Which is the Correct Way to Document an Employee's Work?

Documenting work performance is an important part of the monitoring process. Over the appraisal period, it is impossible to remember all the information that relates to a person's performance. Most people remember more recent events. Recent time periods may not fairly represent the *whole* performance review period. Also, you may remember only poor performance. This does not reflect *overall* performance.

For these reasons, it is necessary to keep ongoing performance documentation for all employees. Use the Supervisor's Discussion Notes form (HRD 529) to record important incidents that you may need to consider when you complete the appraisal at the end of the rating period.

Notes should:

1) Be accurate and job-related

   * Identify specific deficiencies.
   * Include objective facts that are significant - both good and bad.
   * Base notes on direct and indirect observations.
     Note: Complaint-type incidents may be subject to bargaining unit provisions. If you are considering disciplinary action **<u>do not</u>** document the disciplinary action on the PAS.

2) Be consistent

   * Document in the same format and level of detail for each employee, to the extent possible.
   * Other records and actions should be in agreement.

For notes that describe performance problems/deficiencies you must also:

* Either *orally* or *in writing* give the employee specific ways he/she can improve the problem/deficiency.
* Include in the notes what remedial training was or will be provided on the correct way to do the work.
* And, give the employee a copy of the Supervisor’s Discussion Notes form.

- If you give the employee specific ways to improve *orally*, the Supervisor's Discussion Notes form notation must also include the sentence "I discussed with you suggestions for improvement."

- If you give the employee specific ways to improve *in writing*, you may either write the specific ways on the Supervisor's Discussion Notes form or on a separate sheet of paper that is referenced as an attachment to the Supervisor's Discussion Notes form.

Acceptably-written comments clearly and objectively describe outstanding and/or substandard work performance. Example:

> *"On 11/15/01, your expenditure report contained 8 errors. It was rejected by our federal funding agency and had to be redone, resulting in our reimbursement being received late. I went over with you the procedure for reconciling each category. Be sure to always reconcile your totals."*

Unacceptably-written comments mention discipline or disciplinary actions. For example:

> *"It was necessary to reprimand you for all your errors."*

Reminder: The performance appraisal process is not the correct way to handle "disciplinary-type" problems. You should call your Departmental Personnel Office if you need to discipline an employee for a violation of work rules or misconduct, or if you're not sure whether the problem is performance or discipline related.

(See Appendix E, pages 52-55, for examples of appropriate and inappropriate performance notes.)

Specific notes of outstanding and/or substandard performance must be discussed with the employee at the time of the entry, or as soon as possible. After your discussion, ask the employee to initial the Supervisor's Discussion Notes form. Your employee's initials verify that you discussed any notes made. Be sure the employee understands that by initialing the form, it does not necessarily mean he/she agrees with the notes.

If the employee does not wish to initial, you should indicate that the discussion took place. Write on the Supervisor's Discussion Notes form, "Employee does not wish to initial." If you feel it is necessary, you may ask a witness to date and sign the note. Be careful that the witness does not see confidential information. Give the employee the chance to add comments or a rebuttal on a separate sheet. Don't forget to give the employee a copy of the Supervisor's Discussion Notes form if the notes describe a performance problem/deficiency.

<u>PHASE III</u>: COMPLETION OF THE APPRAISAL

What Is the Purpose of the Appraisal Conference?

The Appraisal Conference is the last phase of the Performance Appraisal System. At this time, you will review the following with the employee:

* Phase I, performance plans which were discussed earlier.
* Phase II, monitoring, coaching, and any entries that were made on the Supervisor's Discussion Notes form.
* Phase III, results of the completed appraisal.

The conference needs to be done privately and in a positive manner. If you conduct it the right way, it will improve communication between you and the employee, improve future work performance, and enhance the employee's desire to continue excellent work.

The purpose of the appraisal conference is to:

* Talk about performance effectiveness during the period being rated.
* Help the employee understand how he/she can improve performance.
* Provide positive feedback.
* Begin performance planning for the next rating period.
* Discuss performance expectations/requirements and goals/projects, if any, for the coming year.

PREPARATION

How Do I Prepare For the Appraisal Conference?

Be thorough when you prepare for the conference. This will ensure that the appraisal conference is complete, accurate, and objective. Let the employee know the purpose, time, and place of the conference in advance.

Take steps to *ensure privacy*. Make sure there are as few interruptions and distractions as possible. Do not rush the process. You must have enough time to fully cover the whole appraisal process and any concerns your employee may have.

COMPLETION OF THE APPRAISAL FORMS

Before the Appraisal Conference:

- Review notes made on the Supervisor's Discussion Notes form and any other samples of your employee's work performance during the rating period.
- Review the Performance Category Benchmarks (Appendix D, pages 49-51) to help you rate each applicable Performance Category.
- Rate each Performance Category.
- Use the "Supervisor's Comments" column to write general comments on the employee's performance, if any.
- Decide on the employee's Overall Rating for the performance appraisal period.
- Complete the Employee Performance Appraisal form, HRD 526.

DETERMINING THE OVERALL RATING

The Final Rating for the ***Significant*** Performance Categories will determine the **Overall Rating** you give your employee. To help you in determining the Final Ratings for the ***Significant*** categories, consider:

- The employee's performance during the entire rating period,
- The ratings for each of the ***Fixed*** categories and any ***Optional*** categories, and
- Any Supervisor's Discussion Notes or samples of employee's work from the appraisal period.

These should support the Overall performance rating.

An Overall Rating of "Exceeds Expectations" should be given if ***both*** of the ***Significant*** Performance Categories ("Quality of Work" and "Quantity & Timeliness of Work") have "Exceeds Expectations" ratings. Be sure you have enough documentation on the Supervisor's Discussion Notes form to support an "Exceeds Expectations" rating.

An Overall Rating of "Does Not Meet Expectations" must be given if ***one or both*** of the ***Significant*** Performance Categories is rated "Does Not Meet Expectations." Be sure the employee has received an official "Notice to Improve Performance" before you give an Overall Rating of "Does Not Meet Expectations". (See Appendix F, page 56.)

In all other cases, the Overall Rating should be "Meets Expectations."

To objectively assess the employee's overall performance, consider:

- How well performance expectations/requirements were met for each Performance Category.

- Performance notes, if any.
- Conditions beyond the employee's control that may have affected the employee's performance. For example:

  If an office is usually staffed with 5 employees, but there are 3 vacancies and no steps have been taken yet to streamline operations, this is not a normal situation. In completing your employee's rating, you should take into account the workload increase. If the employee misses some deadlines because he/she assumed a double workload, giving the employee a "Does Not Meet Expectations" rating would generally not be appropriate.

If the Overall Rating is:

* "Exceeds Expectations," you must have supporting notes on the Supervisor's Discussion Notes form, HRD 529, specifying the employee's work accomplishments.

* "Does Not Meet Expectations," the employee must have received an official "Notice to Improve Performance," signed by your departmental Appointing Authority. (See "Substandard Performance, pages 25-29 and Appendix F, page 56.)

GUIDELINES FOR THE APPRAISAL CONFERENCE

What Do I Need To Do During The Conference?

The following material offers general guidelines and key points. Keep them in mind as you plan and conduct the Appraisal Conference.

During the discussion, you should focus on specifics. Emphasize how performance expectations/requirements were or were not met.

1. **Review of Performance Categories, Expectations/Requirements, and Goals/Projects.**
   Explain the rating for each Performance Category. Recognize superior work.

   If the employee has not met some of the performance expectations/requirements, offer ideas to help. You should also decide with the employee if there are any other areas where he/she needs help to improve performance. Identify training that can be provided, if needed, and ask the employee what training would help to improve his/her work.

2. **Encourage Employee to Give Feedback.**
   Encourage the employee to talk about areas where he/she thinks his/her performance level is higher or lower than your rating. Also, allow the employee to discuss any concerns, problems, or questions he/she may have about:

* his/her duties
* working conditions

3. **If Employee Does Not Agree With Your Rating(s).**
   If, after listening to the employee, you feel a change is warranted, make the change. However, if you feel the rating(s) still should not be changed, let the employee know that he/she may note any comments or a rebuttal on a separate paper to be attached to the finished appraisal.

4. **Review the Employee Performance Appraisal Forms.**
   Review HRD 526, the Employee Performance Appraisal form. Ask the employee to sign Section #4 of the form. Welcome any comments. If the employee does not wish to sign, note "Employee does not wish to sign" above the Employee's Signature line. If you feel it is necessary, you may ask a witness to date and sign the form verifying that the employee did not wish to sign. Be careful that the witness does not see confidential information.

5. **Give Employee Copy of Completed Appraisal.**
   Let the employee know that a copy of the appraisal and attachments, if any, will be given to him/her after you get all the signatures required.

6. **Begin Phase I, Performance Planning, Communication of Expectations/Requirements And Goals/Projects For The Next Rating Period.**
   Give the employee the new appraisal forms that will be used during the next rating period, if requested. Discuss them with the employee. Ask the employee to sign Section #2 of the Employee Performance Appraisal form, HRD 526, which verifies that the current job description, job related performance requirements, and the Performance Appraisal System process and any goals/projects were discussed. It also verifies that the employee received a copy of the PAS Summary for Employees.

IN OTHER WORDS, THE CYCLE BEGINS AGAIN WITH PHASE I
(See page 7)

DISCUSSING PERFORMANCE IMPROVEMENT

How Should I Discuss Performance Improvement?

Performance appraisal conferences often include discussions about how performance can be improved. Here are some guidelines for such discussions. You should:

* Decide on the quality and quantity of improvement needed.
* Keep a "problem-solving" attitude. Work with the employee to find ways to solve performance problems.
* Present your ideas on how to improve performance. Let the employee offer ideas too. There may be several ways to improve performance. Try to pick some that both of you accept. Show that you want to help the employee.
* After you talk about performance expectations/requirements, decide on a clear-cut course of action. Try to get the employee's commitment to the course of action. Build these ideas into the next year's appraisal.

DISCUSSING EMPLOYEE DEVELOPMENT

How Can I Help My Employee Identify Training Needs and Future Career Growth Within State Government?

TRAINING NEEDS

Before the Appraisal Conference, decide where you think the employee can improve with more training. If you are not sure, ask your supervisor or Departmental Personnel Office for some ideas.

During the Appraisal Conference, find out what the employee thinks his/her training needs are. Talk about training needs you identified. Then provide the employee with the needed training, whenever possible.

CAREER GROWTH WITHIN THE STATE

The employee may show an interest in other jobs within the State. If so, advise him/her to contact your Departmental Personnel Office to discuss:

* Current and future openings
* Minimum job requirements
* What steps to take

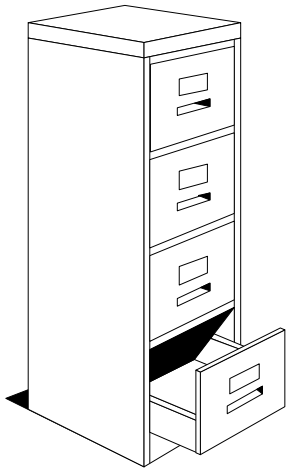
FILING AND DISTRIBUTION

What Do I Do With The Performance Appraisal Forms?

After you and the employee have the Appraisal Conference and sign Section #4 of the Employee Performance Appraisal form, HRD 526, **do not add extra comments or change the ratings unless you first tell the employee.** Any changes that you and the employee agree on should be initialed by both of you.

Give the completed appraisal forms and attachments (e.g., Supervisor's Discussion Notes and any employee comments/rebuttals made during the rating period) to the Reviewing Officer for review and signature. All forms and attachments should then be sent through the chain of command to the Appointing Authority for signature. Give the employee a copy after all approvals/signatures have been obtained.

The appraisal forms and all attachments, including the Supervisor's Discussion Notes form, are kept as part of the Official Personnel File.



PROBATIONARY AND PARTIAL ANNUAL PERFORMANCE APPRAISALS

PROBATION PERIOD PERFORMANCE APPRAISAL

How Should I Handle Probationary Appraisals?

Phases I, II and III are described on pages 7-22. These phases also apply to the *Initial* and *New* Probation Period Performance Appraisals.

The Probation Period Performance Appraisal may be even more important than the annual appraisal. It determines if the employee passes probation and gains "regular status" in the job.

When a new employee comes on board, you should start Performance Planning, Communication of Performance Expectations/Requirements and Goals/Projects under Phase I. Tell the employee that the probation period generally covers six months. (Note: In certain entry-level, trainee classes, the Appointing Authority may ask for approval from the Director of Human Resources Development to set up the probation period for a period longer than six months, but not more than one year.)

Supervisors are encouraged to conduct a three-month appraisal of their probationary employees. This three-month appraisal is an effective tool for the supervisor to let the employee know how he/she is performing early on.

View the probation period performance appraisal as an extension of the hiring process. Use it as a "test" to decide whether or not the employee is fit for the job.

Performance monitoring and coaching and ongoing employee feedback are important during the probation period. During the monitoring and coaching phase, you are encouraged to have periodic performance discussions with the employee to let him/her know about work progress, both good and bad. These discussions should be noted on the Supervisor's Discussion Notes form.

Record incidents that demonstrate outstanding and/or substandard work performance on the Supervisor's Discussion Notes form and discuss them with the employee. (See “Documentation” on page 15.) At the end of the rating period, if you give the employee an "Exceeds" and/or "Does Not Meet Expectations" rating in any Performance Category, there should be supporting comments on the Supervisor's Discussion Notes form.

If the employee's work is not acceptable and you discussed this with the employee, the Appointing Authority must provide the employee a written “Notice to Improve Performance” ***before you can give an overall "Does Not Meet Expectations" rating.*** (See "What If My Employee's Performance Does Not Meet Expectations," page 25, for more information on the written notification. See Appendix F, page 56, for a sample “Notice to Improve Performance” letter.)

After the improvement period, if your employee's performance improves and the probationary performance appraisal is not due for awhile, the Appointing Authority must provide the employee a letter indicating that his/her performance now "Meets Expectations." A copy of this letter should be sent to your Departmental Personnel Office. (See Appendix H, page 58.)

However, if the employee's performance has not improved enough but you feel with more time the employee's work performance could improve, the probation period may be extended by the Appointing Authority. It can be extended for a period of up to six months. The total probation period generally should not exceed one year. To extend the probation period, the Appointing Authority must give the employee written notification of the extension. (See Appendix G, page 57.)

The probationary Appraisal Conference, Phase III, must be held before the end of the employee's probation period. (See pages 17-20) The employee must be given the written appraisal by the end of the probation period. It is important to complete the appraisal by or shortly before the end of the probation period since the appraisal is used to determine whether or not the employee passes probation to become a “regular employee.”

If the employee gets a "Meets Expectations" or "Exceeds Expectations" Overall Rating at the end of the probation period (either six months or after an extension), he/she will become a "regular employee" of the State in that job.

Probation periods may be adjusted because of periods of absence from work if the absence affects management's ability to rate the performance of the employee on probation. ***Before you take action on adjusting the probation period, discuss it first with your Departmental Personnel Office.***

There may be other situations and means by which the probation period may be extended. (See applicable collective bargaining agreements and/or rules.)

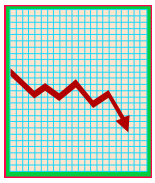
PARTIAL ANNUAL PERFORMANCE APPRAISAL

What If I Change Jobs Before The Appraisals Are Due?

When a supervisor leaves the job, he/she should complete a Partial Annual Performance Appraisal through Phase III. This is needed for all employees who have not had their appraisal done within three months before the date the supervisor leaves.

The replacement supervisor begins with Phase I. This supervisor completes a Partial Annual Performance Appraisal for the rest of the normal twelve-month rating period for all employees, unless there are less than three months remaining in the appraisal period.

SUBSTANDARD PERFORMANCE



What If My Employee's Performance Does Not Meet Expectations?

During Phase II, Performance Monitoring and Coaching, talk to your employee on a regular basis about work that goes beyond, meets, and/or does not meet your expectations/requirements.

When discussing performance problems/deficiencies, be sure to give your employees suggestions on ways to improve performance. But, if the performance problem continues, you must make a notation describing the performance problem/deficiency on the Supervisor's Discussion Notes form (HRD 529). (See "Documentation," pages 15-16.) If the employee's work problems still continue and do not improve, then the Appointing Authority must give the employee a written "Notice to Improve Performance". (See Appendix F, page 56.) A reasonable period of time, up to 3 months, should be afforded the employee to bring performance to a satisfactory level. Extensions may be given at the discretion of the Appointing Authority (e.g., If the Appointing Authority feels the employee's performance may improve to a satisfactory level given an additional reasonable period of time.) The "Notice to Improve Performance" must be given to the employee before giving an Overall "Does Not Meet Expectations" rating. It's a good idea to talk with your Departmental Personnel Office for instructions on how to begin the process of issuing a "Notice to Improve Performance."

When a "Notice to Improve Performance" is given, during the improvement period you must:

* Start a new Partial Annual Performance Appraisal covering the improvement period, beginning with Phase I:

  - Discuss performance expectations/requirements.
  - Meet with the employee regularly to monitor and coach.
  - And, record performance that exceeds expectations and/or does not meet expectations. (See "Documentation," pages 15-16.) (You will find blank copies of all appraisal forms at the end of this manual that you may duplicate.)

At the end of the improvement period, if the employee:

Improved to a "Meets Expectations" level:

* You do not need to Conduct Phase III, Completing the Appraisal, for the Partial Annual Performance Appraisal.
* You should work with your Departmental Personnel Office to give your employee a letter, signed by the Appointing Authority, stating that his/her performance now "Meets Expectations." (See Appendix H, page 58.)
* Or, if you prefer to complete the Partial Annual appraisal forms you may do so with your supervisor's permission.

* If the employee is given a letter by the Appointing Authority, turn in the Partial Annual appraisal forms, unrated, to your Departmental Personnel Office.

*Did **not** improve to a "Meets Expectations" level:*

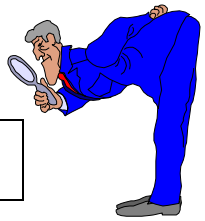
* You should promptly discuss with your supervisor and Departmental Personnel Office that you intend to rate your employee "Does Not Meet Expectations" for the improvement period. Your Personnel Office will discuss with you and recommend possible actions, including transfer, demotion or discharge from service.

To sum up, be sure that:

* You regularly discuss work problems/deficiencies with the employee.
* You make notations on the Supervisor's Discussion Notes form, HRD 529.
* Your departmental Appointing Authority gives the employee a "Notice to Improve Performance" if there are significant and/or many work problems/deficiencies.
* Employees are given a reasonable period of time, up to three months, to improve.
* If, after a written "Notice to Improve Performance" letter is given and the employee's work performance improves to a satisfactory level, your departmental Appointing Authority gives your employee a letter stating his/her performance is now satisfactory; or you complete the appraisal forms.
* If, after a written "Notice to Improve Performance" letter is given and the employee's work does not improve, you discuss with your Personnel Office that you intend to give your employee an Overall Rating of "Does Not Meet Expectations" so that appropriate action, such as transfer, demotion or discharge, is discussed and decided upon.
* You confer with your Departmental Personnel Office for advice whenever necessary.

When and How Do I Apply the '7 Tests for Performance' That Are Listed In the Law?

The '7 Tests for Performance" that are listed in §76-41, HRS, (Appendix A, page 41) should be applied ***throughout*** the employee's rating cycle, except for test #7.



Below is a brief review of when and how each of the 7 tests should be applied:

Test #1: *"The evaluation process and its consequences were discussed with the employee."*

☛ During Phase I, at the beginning of the employee's rating cycle, when you meet with your

employee to discuss performance expectations/requirements, you should inform the employee of how the PAS works, including what can happen if his/her performance "Does Not Meet Expectations." Make sure the employee has a copy of the PAS Summary for Employees.

Test #2: *"The employee was made aware of the employee's current job description and job-related performance requirements."*

- Before meeting with your employee, during Phase I, you should review the employee's position description to be sure it is current.
  - A current job description is one that reflects the present assigned duties and responsibilities of a position.
  - Consult with your Departmental Personnel Office if your employee's job description is not current.
- When you meet with your employee, during Phase I, you should:
  - Review the position description with him/her.
  - Discuss your performance expectations/requirements.

Test #3: *"The evaluation procedures were observed, including providing the employee the opportunity to meet, discuss, and rebut the performance evaluation and apprising the employee of the consequences of failure to meet performance requirements."*

- Be sure to follow the steps/procedures in this manual throughout your employee's rating cycle, including:
  - Discussing notes, in a timely manner, made on the Supervisor's Discussion Notes form,
  - Asking the employee to initial/date the notes you made on the Supervisor's Discussion Notes form (attach the employee's rebuttal, if any), and
  - Recommending that your Appointing Authority issue the employee a "Notice to Improve Performance" that is worded similar to the example in Appendix F, page 56, when your employee's work is substandard.

Test #4: *"The evaluation was fair and objective."*

Be sure:

- ☛ Your performance expectations/requirements are reasonable and related to the employee's position description,
- ☛ You follow the steps/procedures in this manual throughout your employee's rating cycle,
- ☛ You base your ratings on documented facts, and
- ☛ You treat all of your employees in similar circumstances consistently.

Test #5: *"The employee was provided performance feedback during the evaluation period and, as appropriate, the employee was offered in-service remedial training in order for the employee to improve and meet performance requirements."*

Be sure:

- ☛ You document incidents of outstanding and substandard performance on the Supervisor's Discussion Notes form and show/discuss the notes with the employee in a timely fashion.
- ☛ If your employee is having performance problems, you provide remedial training to the employee on the correct way(s) to do the work, as appropriate. Remedial training may be on-the-job-type training and/or more formal short-term classroom-type training.
- ☛ You document on the Supervisor's Discussion Notes form what remedial training was offered or provided.

Test #6: *"The evaluation was applied without discrimination."*

- ☛ Be sure all of your decisions/actions are made without illegal discrimination. Do not make decisions or base actions on any of the following categories:

* Race	* Age
* Marital Status	* Sex
* Ancestry	* National Origin
* Religion	* Disability
* Color	* Sexual Orientation
* Arrest & Court Record	* Protected Union Activity

Test #7*: "Prior to the end of the evaluation period that the employee is being considered for discharge due to failure to meet performance requirements, the feasibility of transferring or demoting the employee to another position for which the employee qualifies was considered."*

This test would be applied when your department is at the point of releasing or discharging the employee for substandard performance.

For Whom and When Must the "7 Tests for Performance," cited in §76-41, HRS (Appendix A, page 41), Be Used?

If a department feels an employee should be demoted, transferred, or discharged for substandard performance, the department must follow the '7 tests for performance' before taking final action *for regular employees serving permanent appointments*. In the event the employee challenges the action taken, the '7 tests' will then be used by the Merit Appeals Board or Performance Judge, as appropriate, to decide whether the adverse action was with or without merit and can be sustained.

? ? OTHER QUESTIONS YOU MAY HAVE ?

? ? ? ? ?

What If I'm A New Supervisor and I Don't Feel Comfortable Giving Appraisals So Soon?

Even if you're a new supervisor, you must complete a probationary employee's appraisal on time. That's because this appraisal is used to determine if the employee passes probation and becomes a "regular employee." Ask your Departmental Personnel Office for advice and help.

For an annual appraisal, however, if you have been on the job for only three months or less as a new supervisor, you can note on the Employee Performance Appraisal form, HRD 526, "Unable to evaluate employee since I have been in the job for only one month." This would be acceptable only for the first three months you are on the job. After that, you will need to complete a Partial Annual Appraisal for your employee to cover the period from the fourth month you are on the job until the date the next appraisal is due. Remember, you must begin with Phase I, Performance Planning, Communication of Performance Expectations/Requirements and Goals/Projects.

Do I Need To Do An Annual Appraisal Even If I Didn't Supervise the Employee the Whole Year?

No. If you have a new employee and the employee's Annual Appraisal becomes due, you just need to complete a Partial Annual Appraisal for the period of time *you have been supervising* that employee. You are NOT required to combine the previous supervisor's rating with yours to come up with one annual rating. Instead, there will just be two Partial Annual ratings for the year.

Example: The employee's appraisal period is 11/1/01 to 10/31/02. The employee's supervisor changes jobs on 3/11/02. The previous supervisor should complete a Partial Annual Appraisal for 11/1/01 to 3/10/02. You, as the new supervisor, must complete a Partial Annual Appraisal for that employee for the period 3/11/02 to 10/31/02. You should complete Phase I on 3/11/02 or shortly thereafter. (Also, see above, "What If I'm a New Supervisor and I Don't Feel Comfortable Giving Appraisals So Soon?".)

What If My Employee Has More Than One Supervisor?

Your employee may work on shifts or work in a situation where you are not the supervisor for the whole work period. If so, a primary supervisor should be selected for performance appraisal purposes. That person should talk with the other supervisor(s). All supervisors need to discuss the Performance Categories and agree on expectations and goals/projects at the beginning of the rating period.

If you are the primary supervisor and you conduct Phase I, Performance Planning, Communication of Performance Expectations/Requirements and Goals/Projects, you should meet with the employee. Let the employee know that all supervisors met to discuss the Performance Categories, expectations/requirements and goals/projects.

During Phase II, Performance Monitoring and Coaching, each supervisor involved should have access to the appraisal form. (Each supervisor should be allowed to make entries on the Supervisor's Discussion Notes, HRD 529.)

During Phase III, Completion of the Appraisal, the primary supervisor should first meet with the other supervisor(s). They must agree on the Final Rating for each Performance Category and the Overall Rating to give the employee. If they cannot agree, they should consult with the next level of supervision. The primary supervisor and the next level of supervision should decide on the Final Rating for each Performance Category, the Overall Rating, and any comments on work performance. The primary supervisor should then meet with the employee to conduct the Appraisal Conference.

How Do I Know When to Take Disciplinary Action and When to Address the Problem Using the PAS?

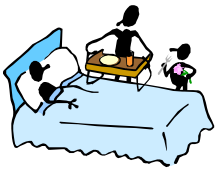
When your employee's work falls below your expectations/performance requirements, you should address the performance problem/deficiency using the steps outlined in this manual.

When an employee violates work rules, such as being tardy for work, or his/her behavior constitutes misconduct, such as insubordination, you should take ***appropriate disciplinary action.***

Use the PAS to address work deficiencies. Do **NOT** use the PAS to address *disciplinary* or attendance problems.

If you are unsure whether to address an employee problem using discipline and/or using the PAS, talk to your Departmental Personnel Office.

Can I Note on the Supervisor's Discussion Notes Form That My Employee Did Not Complete Assignments On Time Because He/She Was Out Sick?



Employees' work should be evaluated only for the time that they are at work. Generally, they should not be penalized for absences, as long as the absences are legitimate *approved* leaves, such as sick and vacation. If your employee is missing deadlines, for example, because he/she is out sick, and it is legitimate *approved*

sick leave, you need to make other arrangements to get the assignment done on a timely basis.

For employees who have a pattern of frequent sick leave absences or whom you suspect are abusing sick leave, you should discuss with your Departmental Personnel Office what action, if any, should be taken.

FURTHER INFORMATION

Who Do I Call If I Need Help Or More Information?

For more information, you should contact your Departmental Personnel Office.

If you are from a larger department with Division Personnel Offices, you should contact that Division Personnel Office first. Examples: Department of Transportation – Highways Division, Airports Division, and Harbors Division.

OUTLINE

STEPS FOR PUTTING THE PERFORMANCE APPRAISAL SYSTEM TO WORK

The following briefly recaps the previous instructions in *outline form* for your easy reference.

PHASE I - Performance Planning, Communication of Performance Expectations/ Requirements and Goals/Projects (See pages 7-11)

A. Preparation

1. The planning takes place by, or shortly after, the beginning of the:

    a. Probation period (initial or new).
    b. Annual performance appraisal period.

2. By, or shortly after the start of your employee's rating period, your Departmental Personnel Office will give you the appropriate performance appraisal forms. If you don't get the forms that you need, call your Departmental Personnel Office. You may also duplicate the blank forms provided at the end of the manual. Use the forms when you meet with the employee to talk about the job duties, Performance Categories, expectations/requirements, and goals/projects. The appraisal forms are:

    a. HRD 526, Employee Performance Appraisal. (This is the generic first page that summarizes the Overall Rating. See Appendix C, page 43.)

    b. HRD 527, Performance Categories For Workers and Working Supervisors. (Blue Collar; White Collar; Registered Professional Nurse; Institutional, Health & Correctional Worker; Firefighter; and Professional & Scientific. See Appendix C, page 45.)

    c. HRD 528, Performance Categories for Supervisors. (Blue Collar; White collar; Registered Professional Nurse; Institutional, Health & Correctional Worker; Firefighter; and Professional & Scientific.)

    d. HRD 529, Supervisor's Discussion Notes. (See Appendix C, page 47.)

3. Review the preprinted information in Section #1 of the Employee Performance Appraisal form, HRD 526. Correct errors and add anything that might have been left out. But, before doing so, check with your Departmental Personnel Office.

4. Review employee's position description. Focus on activities that are important to the job. Be sure it is accurate and current.

5. Determine performance expectations/requirements and goals/projects for employee based on what you expect your employee to accomplish during the upcoming rating period.

6. List goals/projects (related to employee's class of work), if any, in Section #2, unless indicated on other documents. During the rating period, if additional goals are set or original goals are changed, discuss them with your employee.

7. Review all Performance Categories in Section #5. Select additional ***Optional*** Categories if the ***Fixed*** Categories do not adequately cover your employee's job. To add any Category in the ***"Other"*** section, you need prior approval from your supervisor and your Departmental Personnel Office. Remember, ***"Other"*** Categories that are added should consistently apply to employees doing similar work. For any Category that you add, you need to:

   a. Write the title and a short description in the ***"Other"*** category section.

   b. Place a checkmark (✓) in the box.

8. Think about whether the ***Significant*** Categories could be affected by ***Optional/Other*** Categories.

B. Meet with Employee

1. Set a date to meet with employee. At this meeting:

   a. Discuss the duties of the job with employee. Be sure employee is aware of his/her current job description.

   b. Discuss Performance Categories in Section #5 of the appraisal form, your expectations/requirements, and goals/projects (if any) with employee. Use the Performance Category Benchmarks as a guide when you discuss the Categories, your expectations/requirements, and the three rating levels. (See Appendix D, page 49.)

   c. Let employee know that ***Significant*** Categories are very important. Explain that even ***one*** "Does Not Meet Expectations" rating for a ***Significant*** Category will result in an **Overall** "Does Not Meet Expectations" rating. Explain that both ***Significant*** Categories need to be rated "Exceeds Expectations," to receive an Overall Rating of "Exceeds Expectations."

   d. Encourage employee to discuss job duties and expectations/requirements with you. If he/she does not agree with your expectations/requirements, decide if changes need to be made.

e. Inform employee that you may be conducting periodic performance discussions during the rating period to go over his/her work progress, strengths and/or areas needing improvement.

f. Explain that you need to record incidents of outstanding and/or substandard work performance on the Supervisor's Discussion Notes form, HRD 529. Inform employee that you will discuss notes you make, he/she will be able to see and initial off on any notes made, he/she may make comments or rebuttals, and a copy of the notes may be obtained upon request. Also, inform employee you will give him/her a copy of any notes that describe performance problems/ deficiencies. (See "Documentation," pages 15-16.)

g. Answer any employee questions/concerns.

h. Ask employee to sign and date Section #2 of the Employee Performance Appraisal form, HRD 526. If the employee does not wish to sign the form, note "Employee does not wish to sign" above the "Employee Signature" line in Section #2 of form. If necessary, ask a witness to sign and date the form as verification that employee did not wish to sign. Ensure that the witness does not see confidential information. (See Appendix C, page 43.)

i. Give employee a copy of the appraisal forms, if requested.

<u>PHASE II</u> - Performance Monitoring and Coaching (See pages 12-16)

A. Observation/Documentation of Employee's Performance

1. Starts right after employee is informed about the Performance Categories, expectations/ requirements, and goals/projects in Phase I.

2. Observe employee's performance.

3. Guide and coach employee.

4. Praise employee; give constructive comments.

5. Record performance notes, especially for significant incidents of outstanding and/or substandard performance on the Supervisor's Discussion Notes form, HRD 529. Be sure to follow procedures in "Documentation" section, pages 15-16.

    a. The performance notes on work deficiencies should be factual ones. Do not write entries in a punishing or disciplinary way. If you are not sure whether an incident should be handled through the performance or discipline route, ask your Departmental Personnel Office for help. (See "Substandard Performance" section,

pages 25-29, and Appendix E, Pages 52-55.)

b. Employee's performance may also be evaluated through direct or indirect observations, such as:

   1) A letter complimenting an employee's courteous treatment or handling of a particular situation.

   2) Comments made by another supervisor on an employee's performance.

   However, complaint-type incidents may be subject to bargaining unit provisions. If you are considering disciplinary action **do not** document the incident on the PAS.

c. Talk to employee about notes made on the Supervisor's Discussion Notes form. Have employee acknowledge that the discussion took place by initialing the notes. If employee does not wish to initial, note "Employee does not wish to initial" on the Supervisor's Discussion Notes form. Then, if necessary, ask a witness to sign and date the notes to verify that employee did not wish to initial the form. Be careful that the witness does not see confidential information. Allow employee to make comments or a rebuttal on a separate sheet. Also, if employee requests a copy of the notes, give it to him/her.

d. When writing notes on the Supervisor's Discussion Notes form that describe performance problems/deficiencies, be sure to:

   1) Include what remedial training was or will be provided.

   2) Either *orally* or *in writing* give employee specific suggestions on ways to improve the problem (See "Documentation" section, pages 15-16.)

   3) Give employee a copy of the notes – even if the employee does not ask for a copy.

e. A "Notice to Improve Performance" (or similar letter) from the Appointing Authority must be given to employee when work performance becomes substandard. It must also be given before an Overall Rating of "Does Not Meet Expectations" is given. (See Appendix F, page 56, and consult your Departmental Personnel Office for help.) This notification should include:

   1) Specific information on work problems.

   2) Ways to correct these problems.

   3) Time frame within which employee is expected to improve. (Note: Be sure to give employee a reasonable period of time, up to three months, to

improve.)

4) What you will do to help employee.

5) Consequences of continued substandard performance.

NOTE: Start a new Partial Annual PAS for the improvement period. If employee's work performance has not improved, complete a Partial Annual Appraisal for the improvement period. But, if employee's performance has improved, you need not complete the appraisal until the end of the rating period. Instead, the Appointing Authority should give employee a letter stating that his/her performance has improved to at least a satisfactory level. (See Appendix H, page 58.) A copy should also be sent to your Departmental Personnel Office. If you prefer to complete the appraisal forms rather than issue a letter from your Appointing Authority, you may do so with your supervisor's permission.

f. Talk to employee about work progress, satisfactory or otherwise.

6. Inform employee that:

a. You will keep the PAS forms in a 'confidential PAS working file' during the rating cycle,
b. Employee and/or union representative may review the file by making an appointment.

PHASE III - Completion of the Appraisal (See pages 17-22)

A. End of the Appraisal Period

1. Review the Performance Category Benchmarks. (See Appendix D, pages 49-51.) Look over notes, if any, on the Supervisor's Discussion Notes form for each Performance Category. Review any other samples of employee's work from the appraisal period.

2. Complete the Final Rating column for each Performance Category, including the ***Significant*** Categories, by placing a checkmark (✓) in one of the following columns (See Appendix C, pages 43-48):

- Exceeds Expectations
- Meets Expectations, or
- Does Not Meet Expectations.

NOTE: To help you in determining the Final Ratings for the ***Significant*** Categories, consider: (a) the employee's performance during the entire rating period; (b)

the ratings for each of the ***Fixed*** categories and the ***Optional*** categories, if any; (c) any Supervisor's Discussion Notes or samples of employee's work from the appraisal period; and, (d) conditions beyond employee's control that may have affected his/her performance. (See example on page 19.)

3. Use the "Supervisor's Comments" column to write any general comments about the employee's performance.

4. Determine the Overall Rating based on the Final Ratings of the ***Significant*** Categories. Complete the Overall Rating in Section #3, as follows (See page 18):

   Exceeds Expectations → Both ***Significant*** Categories must be "Exceeds"
   Meets Expectations
   Does Not Meet Expectations → One or both ***Significant*** Categories must be "Does Not Meet"

   Be sure that the Supervisor's Discussion Notes form contains specific explanations of the employee's work accomplishments/problems to support an *Overall* "Exceeds Expectations."

5. Do not give employee an Overall Rating of "Does Not Meet Expectations" unless employee first received a written "Notice to Improve Performance" from your Appointing Authority.

6. Prepare new appraisal forms for your employee's upcoming rating period. (Start Phase I again.)

B. Meet With Employee

1. Hold the meeting where you can have privacy.

2. Focus the talk on specifics. Explain how expectations/requirements and goals/projects (if any) were or were not met.

   a. Discuss the rating for each Performance Category.

   b. Talk about ways employee can improve performance. Decide with the employee any other areas where the employee needs help to improve.

   c. Identify possible training that can be provided, if needed, to improve performance.

   d. If employee does not agree with the rating, ask employee to explain. Encourage feedback. Talk about any disagreements. If employee has good reasons that justify a change, make the change. Both you and employee should initial the change.

3. Allow employee to make comments or a rebuttal on a separate sheet. This sheet is to be attached to the completed appraisal.

4. Both employee and you need to sign Section #4 of the Employee Performance Appraisal form, HRD 526. If employee does not want to sign, note "Employee does not wish to sign" above Employee Signature line. If necessary, ask a witness to sign and date the form as verification that the employee did not wish to sign. Be careful that the witness does not see confidential information. (See Appendix C, pages 43-48.)

5. Tell employee that a copy of the completed appraisal forms will be given to him/her as soon as all required signatures are on the appraisal form.

6. Send appraisal forms, together with any attachments, to the Reviewing Officer for signature.

7. Discuss the upcoming rating period. ***BEGIN PHASE I AGAIN*** (Pages 7-11)

C. Filing and distributing the forms

Send the original appraisal forms, employee comments, if any, and the Supervisor's Discussion Notes form to your Departmental Personnel Office, through your Reviewing Officer and your Appointing Authority, for filing in the Official Personnel File. Give the employee a copy after all approvals/signatures have been obtained.

APPENDIX A

STATE OF HAWAI`I STATUTE
PERTAINING TO PERFORMANCE APPRAISAL

§76-41 Performance appraisal systems; failure to meet performance requirements. (a) There shall be established and maintained performance appraisal systems for the purpose of evaluating the performance of employees in the civil service and improving the employees' performance. The performance appraisal systems shall be the basis for evaluating whether employees in the civil service meet the performance requirements of their respective positions as required in section 76-27. For the purposes of this section, "performance requirements" includes any qualification required for the position such as a license.

(b) An appointing authority may release an employee from the employee's position or discharge an employee from service if the employee fails to meet the performance requirements of the employee's position under the following conditions:

(1) The evaluation process and its consequences were discussed with the employee;
(2) The employee was made aware of the employee's current job description and job-related performance requirements;
(3) The evaluation procedures were observed, including providing the employee the opportunity to meet, discuss, and rebut the performance evaluation and apprising the employee of the consequences of failure to meet performance requirements;
(4) The evaluation was fair and objective;
(5) The employee was provided performance feedback during the evaluation period and, as appropriate, the employee was offered in-service remedial training in order for the employee to improve and meet performance requirements;
(6) The evaluation was applied without discrimination; and
(7) Prior to the end of the evaluation period that the employee is being considered for discharge due to failure to meet performance requirements, the feasibility of transferring or demoting the employee to another position for which the employee qualifies was considered.

(c) Any civil service employee who fails to meet performance requirements shall have the right to grieve under:

(1) A collective bargaining grievance procedure that culminates in a final and binding decision by a performance judge pursuant to section 89-10.8; or
(2) The departmental complaint procedure that culminates in a final and binding decision by the merit appeals board under section 76-14.

The performance judge or the merit appeals board, as the case may be, shall use the conditions in subsection (b) as tests in reaching a decision on whether the employer's action, based on a failure by the employee to meet performance requirements of the employee's position, was with or without merit." [L 1955, c 274, pt of §1; RL 1955, §3-21(u); am L1961,c 41, §1; HRS §76-41; gen ch 1985; am L 1994, c 56, §21; am L 1998, c 52, §1; am L 2000, c 253, §23]

APPENDIX B

DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT POLICY PERTAINING TO PERFORMANCE APPRAISAL

1. The performance appraisal system shall be used to evaluate whether employees meet the performance requirements of their positions and to improve performance.
2. Supervisors shall evaluate the performance of their employees serving initial or new probationary appointments no later than at the end of the employee's probation period.
3. Supervisors shall evaluate the performance of their civil service employees annually.
4. The Appointing Authority shall inform an employee in writing whenever the employee's performance is substandard. When an employee's performance is substandard, the employee shall be afforded a reasonable period, up to three months, to bring the employee's performance to a satisfactory level. Extensions may be given at the discretion of the Appointing Authority.

SAMPLE OF COMPLETED APPRAISAL FORMS

Pages 43-51 Are Blank

APPENDIX D

APPENDIX E

EXAMPLES OF APPROPRIATE AND INAPPROPRIATE PERFORMANCE NOTES

All notes on the Supervisor's Discussion Notes form may not describe performance problems or deficiencies. But, those that do should be correctly written. Generally, you should not:

* Make notes for work deficiencies that are minor or which you know, at the time, will not affect a final category rating;
* Make notes that refer to discipline or attendance.

Below are some examples of appropriately and inappropriately written notes dealing with problems.

Problem/deficiency: Errors

INAPPROPRIATE: *You make many errors and constantly need to be reminded of your work priorities.*

(This note is too vague, does not indicate what remedial training was offered/done, and does not indicate specific suggestions on how the employee can improve or that specific suggestions were discussed orally.)

APPROPRIATE: *The third quarter expenses update assignment submitted on the due date of 10/13 contained 15 errors. This resulted in a late submittal because the errors had to be corrected. We went over how to use the sum formula in Excel. Be sure to use it for all expense reports.*

(This note presents the facts of what occurred, what efforts were made to provide remedial training, and specific ways the employee can correct the problem.)

INAPPROPRIATE: *You've been on the job for 8 months and you are still not familiar with mail distribution for the division.*

(This note is too vague, does not indicate that the employee had been previously trained in the correct procedures or provided remedial training, or that the employee was either orally or in writing given specific suggestions for improvement.)

APPROPRIATE: *Distribution of 4 employee time sheet forms to the wrong office resulted in those employees not getting paid on time. You have been on the job for 8 months and received training on mail distribution during your first month of employment. I went over the procedures with you again today. I discussed with you suggestions for improvement.*

(This note presents the facts of what occurred, indicates that the employee was previously trained and trained again in the correct procedures, and indicates suggestions for improving the deficiency were discussed with the employee orally.)

INAPPROPRIATE: *Today, I asked you to identify mistakes you made while cleaning the laboratory. I was shocked that you did not know the correct procedures.*

(This note is inappropriate because it goes beyond the facts and addresses the supervisor's subjective emotions as well. It also does not indicate what efforts were made to provide remedial training or provide the employee specific suggestions on ways to improve the problem or that the suggestions were discussed orally.)

APPROPRIATE: *Today you did not use the right disinfectant solution when cleaning the sinks, resulting in all of the specimens being contaminated. You were trained on the correct procedures for cleaning the laboratory 2 weeks ago. I went over the procedures with you again today. For the period Oct. 1st thru Oct. 31st, re-read the procedures prior to cleaning the sinks.*

(This note presents the facts of what occurred, indicates that the employee was previously trained and re-trained in the correct procedures, and gave the employee a specific suggestion on how to improve.)

Problem/deficiency: Tardiness

INAPPROPRIATE: *You were late to work on 3/10, 3/17, 3/24. This is a warning that severe action may be taken if this continues.*

(This note is inappropriate because it is being used to address a disciplinary matter, whereas, performance appraisals are not to be used for disciplinary actions. A warning or reprimand [written or oral] should be handled separately. Check with your Departmental Personnel Office on handling problems through the disciplinary process.)

APPROPRIATE: None. Notes should only address the impact on the employee's work or work performance. If the tardiness affected the employee's Quantity or Timeliness of Work or disrupted office/work operations, an appropriate notation could say: "The grass is supposed to be cut every Monday. You did not finish cutting the grass today. I discussed with you suggestions for improvement."

Problem/deficiency: Violation of work rules

INAPPROPRIATE: *Your screaming and throwing papers at David is unacceptable and are the reasons why a yelling match occurred between both of you. You will be placed on one-day suspension on 1/17.*

(This note is inappropriate because it is being used to address a disciplinary matter, whereas, performance appraisals are not to be used for disciplinary actions. A warning, reprimand [written or oral] or suspension should be handled separately. Check with your Departmental Personnel Office on handling problems through the disciplinary process.)

APPROPRIATE: None. (Do not write notes that address discipline.) Notes should only address the impact on the employee's work or work performance.

INAPPROPRIATE: Today you slammed your desk drawer, swore at me, and refused to do the quarterly budget report. This is an oral warning. Further incidents will result in progressive disciplinary action.

(Oral warnings and progressive discipline are to be handled separately and not via the PAS.)

APPROPRIATE: The quarterly budget report was due today. You did not turn it in. This will cause our branch to receive our quarterly reimbursement late. I discussed with you suggestions for improvement.

(This note is appropriate because it documents the work-related facts [budget was not completed on time], indicates the employee was orally given suggestions to improve, and does not address/mention

disciplinary action that will be taken separately for the insubordination.)

Remember, when writing notes that describe performance problems or deficiencies:

- Be factual.
- Identify specific problems/deficiencies.
- Include in the notes what remedial training was or will be provided to correct the problem.
- Either *orally* or *in writing* give the employee specific ways he/she can improve the problem/deficiency.
  - If the suggestions are given *orally*, include in the notation "I discussed with you suggestions for improvement."
  - If the suggestions are given *in writing*, you may either write the specific ways on the Supervisor's Discussion Notes form or on a separate sheet of paper that is referenced as an attachment to the Supervisor's Discussion Notes form.
- Give the employee a copy of the Supervisor's Discussion Notes form at the time you discuss the notation with him/her or shortly thereafter.

Also, see "Documentation," pages 15-16.

APPENDIX F

EXAMPLE: NOTICE TO IMPROVE PERFORMANCE

(Date)

(Employee)
(Address)

Dear _____:

(Immediate Supervisor's Name) has informed me that your work performance has declined to the point where you are not meeting the performance requirements/expectations that were established with you for the current rating period. I also understand that this matter has been discussed with you.

I am, therefore, placing you on notice that you are being given a period of _____ months – from (date) to (date) – to bring your performance up to a satisfactory level.

The areas in which deficiencies were noted are described below. I have included suggestions as to what you can do to improve your performance and what your supervisor will do to help you, including efforts to provide remedial training.

[List: (1) performance problems/deficiencies; (2) specific suggestions on ways the employee can improve each problem/deficiency; and (3) what you will do to help the employee, including remedial training.]

1._____
_____
_____

2._____
_____
_____

3._____
_____
_____

I hope your performance will improve to a satisfactory level. Your supervisor is willing to work closely with you in this effort. However, if your performance remains unsatisfactory, appropriate action may be taken at the end of the _____-month period. This may include _____ _____ (e.g., delay/denial of your step movement pay increase, your release from your position, discharge from service, etc.).

Sincerely,

(Signature of Appointing Authority)

c: Supervisor
Departmental Personnel Office

APPENDIX G

EXAMPLE: NOTICE TO EXTEND PROBATION PERIOD

(Date)

(Employee)
(Address)

Dear _____:

(Immediate Supervisor's Name) has informed me that you are not meeting performance expectations/requirements and has recommended that your probation period be extended from (Date - day after original ending date of the probation period) to (Date). He/She feels that you are making a sincere effort and have the potential to improve your performance to a satisfactory level.

I am, therefore, accepting his/her recommendation and extending your probation for the period noted above. During this improvement period, please correct the deficiencies indicated below.

[List: (1) performance problems/deficiencies; (2) specific suggestions on ways the employee can improve each problem/deficiency; and (3) what you will do to help the employee, including remedial training.]

1. _____
   _____

2. _____
   _____

3. _____
   _____

I hope you will do your best so that you can pass your probation period. However, if your performance remains unsatisfactory, appropriate action will be taken. This can include your _____ (e.g., release from your position or discharge from service).

Sincerely,

(Signature of Appointing Authority)

c: Supervisor
Departmental Personnel Office

APPENDIX H

EXAMPLE: NOTICE OF SATISFACTORY PERFORMANCE AFTER THE SUBSTANDARD PERFORMANCE IMPROVEMENT PERIOD

(Date)

(Employee)
(Address)

Dear_____:

I am pleased to inform you that your performance has improved to a satisfactory level for the period you were placed on notice due to substandard work performance.

(Point out areas where further improvements are needed, if any.)
_____
_____
_____
_____
_____

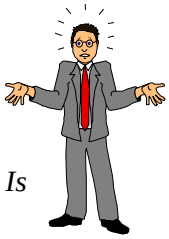
Let us continue to work together to meet the goals and objectives of our organization.

Sincerely,

(Signature of Appointing Authority)

c: Supervisor
Departmental Personnel Office

MORE QUESTIONS AND ANSWERS
PERFORMANCE APPRAISAL SYSTEM



FORMS (GENERAL)

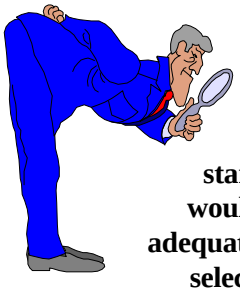
Q1: *The PAS forms I received show a "3/96" date next to the form number. Is that the correct version?*

A1: **No. The correct version should have the date "7/01" next to the form number. If the PAS forms you received have "3/96" next to the form number, call your Departmental Personnel Office to discuss this.**

Q2: *What should I do if I don't receive appraisal forms for some of my employees?*

A2: **You may make copies of the appraisal forms which are in the back of this manual, but check with your Departmental Personnel Office first to find out why you didn't get the forms.**

PERFORMANCE CATEGORIES AND EXPECTATIONS



Q3: *Since there are so many different job classes, shouldn't there be different Categories for each class?*

A3: Not necessarily. Even if there are many different job classes, *"Fixed"* standard categories such as, "Reliability & Initiative," "Relationships with Others," would still apply to most jobs. However, where the *"Fixed"* categories do not adequately cover key job duties and responsibilities, *"Optional"* categories may be selected under this new, more flexible Performance Appraisal System.

Q4: *Can I add Categories?*

A4: **Yes, you may add "*Other*" Categories which you feel are important to your employee's job if the ones listed are not adequate, provided you have prior approval from your supervisor and your Departmental Personnel Office. Remember that any category added should consistently apply to all employees doing similar work.**

Note: In general, we expect that blue-collar employees will be rated on the ***Fixed*** Categories only. However, ***Optional*** Categories may be selected on an exception basis, where necessary.

Q5: *May I designate other categories as Significant, besides "Quality of Work" and "Quantity & Timeliness of Work?"*

A5: **No.**

Q6: *There are many positions with the same job titles. Does this mean that performance expectations requirements for Clerk III positions, statewide, should also be the same?*

A6: **Not necessarily. All Clerk III positions, statewide, provide clerical services, however, their duties may vary. Similarly, the general expectations listed under each Performance Category should apply to most positions; however, these expectations must be linked to an employee's actual job duties. Thus, a Clerk III in a research and statistics office, whose work tasks involves spending little time dealing with the public could have different expectations from a Clerk III in another office whose duties include heavy public contact.**

Q7: *What if I need help in linking the general expectations/requirements to my employee's actual job duties?*

A7: **Discuss your concerns with your supervisor. If additional assistance is needed, you may wish to consult with higher-level administration in your program and your Departmental Personnel Office.**

Q8: *Am I required to provide my employees with written performance expectations/requirements specific to their jobs?*

A8: **Although it is good to do, it is not required. The main thing is that you communicate your expectations/requirements to your staff.**

Q9: *My unit is overloaded with work because of several vacancies. May I increase performance expectations/requirements in this kind of situation?*

A9: **Yes. You may increase performance expectations/requirements provided it is reasonably possible and allowable for your employees to handle the additional work. In completing your employees' ratings, however, you should also take into account the workload increase. For example, suppose an employee is missing some deadlines because his/her workload was doubled and he/she could not complete the assignments, in spite of working overtime. To give the employee a "Does Not Meet Expectations" rating would probably not be appropriate.**

Q10: *My employee disagrees with my expectations/requirements, refuses to sign the Employee Performance Appraisal form (Section #2, HRD 526), and wants to attach written comments about these expectations. Is this allowable?*

A10: **Yes. But you should also discuss this situation with your supervisor and your Departmental Personnel Officer. Get their opinions as to whether or not your expectations/requirements are reasonable. Schedule a follow-up meeting with the employee to discuss your decision. If the employee still wishes to add written comments, allow the employee to do so, but explain that you will still require the employee to perform according to your expectations/requirements.**

Q11: *I submitted to my supervisor a revised position description 6 months ago but have not received notification of its approval. In the meantime, my employee is performing according to the revised position description that I submitted. Am I allowed to base my expectations/ requirements on the employee's current duties and responsibilities even if the new position description hasn't been officially approved yet?*

A11: **Yes, you should set your expectations based on the employee's actual, current duties and responsibilities. The revised position description becomes the *official* record of the assigned duties once your department head approves it. (NOTE: Position descriptions should be current. If you did not revise the position description and the duties and responsibilities of your employee have changed significantly, the position description should be changed right away.)**

Q12: *As a supervisor, I am very busy attending meetings, writing reports, etc. What will happen if I don't have time to discuss my expectations (Phase I, Performance Planning and Communication of Expectations) with my employee until three months into the employee's rating period?*

A12: **This manual indicates that "...by or shortly after the start of your employee's rating period...." you should meet with your employee to explain your expectations in relation to the employee's job duties. Three months into an employee's rating period is not timely, and you may need to give your employee "the benefit of the doubt" for expectations/requirements not fulfilled prior to your meeting with the employee.**

Please remember that untimely communication with your employee could create credibility and morale problems, which should be avoided. Also, since one of the Performance Categories you will be rated on is "Appraising Subordinates," your own supervisor may rate you for untimely discussions with your employee.

Q13: *The standard in our office for our Clerk-Typists is that they must type a minimum of 100 documents per week. If an employee is frequently out sick for 1 or 2 days a week, can I note on the Supervisor's Discussion Notes form that he/she did not complete the 100 documents required per week?*

A13: **If the employee is legitimately sick, you should adjust the standard appropriately. In this example you could adjust the standard for the week to be 60 documents instead of 100. However, if you suspect the employee is not legitimately sick, discuss what your options are under the applicable collective bargaining contract with your Departmental Personnel Office.**

Additionally, if the employee is out of work a significant amount of time for the rating period, discuss with your Departmental Personnel Office whether it would be appropriate to NOT complete the PAS forms at the end of the rating and write on HRD 526 "Unable to Rate – Not Able To Observe Work For A Significant Portion of Rating Period."

Q14: *Why isn't the Job Knowledge category a "Fixed" category since every employee must have job knowledge?*

A14: **The Job Knowledge category is mainly intended for positions which need specialized/ technical knowledge and which may require that the employee keep up-to-date with technological, regulatory, or other changes in the profession. It was not made a "Fixed" category because such requirements generally would not apply to positions that do routine work.**

Q15: *On HRD 526, Section 2, Goals and Projects, can a supervisor write in a goal that says "Improve timeliness of your work?"*

A15: **Section 2 of HRD 526 is generally not to be used to identify problem areas of work performance. It is intended to document special work goals/projects that are to be accomplished during that rating period. Some examples of appropriate goals/ projects are:**

"Learn the Excel software program by December 31st."
"Complete the budget worksheet revision project by June 30th."

One place where a supervisor could document a discussion regarding timeliness of work is on the Supervisor's Discussion Notes form, HRD 529. A notation could be written that says: "After we discussed performance expectations for the year, we discussed the need for you to turn in your work assignments by the established deadlines."

DOCUMENTATION - SUPERVISOR'S DISCUSSION NOTES

Q16: If my employee is doing "Meets Expectations" (satisfactory) work, do I need to make any notes on the Supervisor's Discussion Notes form?

A16: It is not required, however, we encourage you to do so. It will increase communication and the employee would appreciate the fact that you recognize that he/she is meeting performance expectations/requirements.

Q17: How can I help my employee understand the purpose of the Supervisor's Discussion Notes form and better accept my making notes on it?

A17: Explain to the employee that the Supervisor's Discussion Notes form was developed:

- **To foster better communication between you and the employee throughout the rating period.**
- **To record and discuss notable performance - outstanding and/or substandard - in a <u>timely</u> manner.**
- **To provide an objective basis for arriving at the final evaluation**.

Q18: Can my employee ask me to note his/her achievements on the Supervisor's Discussion Notes form?

A18: Certainly, but if you disagree on whether they should be recorded, explain your reasons. If the employee still feels strongly that a notation should be made, inform the employee that he/she may make comments on a separate sheet.

Q19: What should I do if my employee refuses to initial the Supervisor's Discussion Notes form?

A19: Explain to the employee that his/her initials simply mean that the entry was discussed with him/her. It does not mean that the employee agrees with the entry. Let the employee know that he/she may comment or provide a rebuttal on a separate sheet, if desired. Be sure that

the employee understands the purpose of the Supervisor's Discussion Notes. (See Q & A #17.) If the employee still does not wish to initial, just enter "Employee does not wish to initial." If you feel it is necessary, ask a witness to sign and date the Supervisor's Discussion Notes. Ensure that the witness does not see confidential information.

You may also wish to alert your supervisor that your employee does not wish to initial the form.

Q20: *My employee slammed his desk drawer, swore "under his breath," and refused to do a budget assignment. Can I note the employee's actions on the Supervisor's Discussion Notes form?*

A20: **Only the work impact should be on the Supervisor's Discussion Notes form, i.e., "Did not complete budget assignment on time". The PAS is not to be used to address discipline in any way. If you intend to take disciplinary action for insubordinate or inappropriate behavior you must follow regular discipline procedures. Discuss this with your supervisor and Departmental Personnel Officer. (See "Documentation" on pages 15-16 and Appendix E, pages 52-55.)**

Q21: *Why not have just two rating levels, "Meets Expectations" and "Does Not Meet Expectations," since the third rating level, "Exceeds Expectations," isn't really necessary?*

A21: **This was discussed at great length as the performance appraisal program was being developed. It was decided that the program should include an "Exceeds Expectations" level for reasons such as:**

- **Our employees' exceptional performance should be recognized and documented. This record could even help them when seeking promotions.**

- **In the past, supervisors have informed us that they want the third rating level, so that they can recognize their employees' outstanding work performance.**

- **Section 76-41, Hawaii Revised Statutes, states that one of the purposes of the appraisal system is to improve work performance. Having an "Exceeds Expectations" level helps to promote that purpose; whereas, having only two rating levels could promote mediocre work.**

Q22: *May I note on the Supervisor's Discussion Notes form outstanding and substandard work performance?*

A22: **Yes! That is the purpose of this form. And, by keeping these notes, it will help you objectively rate the employee's performance at the end of the rating period. Be sure your notes are written correctly. (See "Documentation", pages 15-16.)**

Q23: *How is the Supervisor's Discussion Notes form different from the Supervisor's Comments column?*

A23: **The Supervisor's Discussion Notes form is used to record, on a timely basis, <u>specific</u> incidents of outstanding and/or substandard employee work performance. The Supervisor's**

Comments column, however, is provided if you wish to write any general remarks on your employee's work performance at the end of the rating period. You are not required to write comments in this column. You should not write general comments in the Supervisor's Comments column describing performance problems unless there are supporting notes on the Supervisor's Discussion Notes form.

Q24: *I wrote some negative notes on the Supervisor's Discussion Notes form. But, I did not rate any Performance Category "Does Not Meet Expectations" and the Overall Rating was "Meets Expectations." Can I discard the Supervisor's Discussion Notes form if the employee requests it?*

A24: **Yes, you may, if you feel the notes you recorded on the Supervisor's Discussion Notes form no longer serve any useful purpose.**

Q25: *If the Supervisor's Discussion Notes form has no notes on it, and the employee was rated overall "Meets Expectations," must I turn in the blank Supervisor's Discussion Notes form with the other PAS forms?*

A25: **No. But, discuss this with your Departmental Personnel Office in case they require it.**

Q26: *Is the Supervisor's Discussion Notes form considered a part of the official appraisal forms?*

A26: **Yes. It is an attachment to the PAS forms.**

Q27: *If notes/comments on the Supervisor's Discussion Notes form are disciplinary, what should be done?*

A27: **Disciplinary notes/comments, such as references to misconduct, reprimands, suspensions, are not acceptable anywhere on the PAS. If the notes/comments are discovered prior to filing the PAS in the employee's Official Personnel File (OPF), the Personnel Office should return the PAS to the immediate supervisor, instruct the supervisor to re-do the SDN form without the disciplinary notes, instruct the supervisor to explain to the employee why the notes are being re-written and ask the employee to initial the re-written notes, and re-send the forms through the chain of command.**

If disciplinary notes are discovered after the PAS was filed in the OPF, the Personnel Office should "white out" the disciplinary notes, xerox the original, then file the xeroxed copy. The original should be destroyed. The employee should be given a copy of the amended PAS with an explanation on his/her copy, such as "Amended, due to inappropriate notes."

RATINGS

Q28: *How do I arrive at an Overall Rating?*

A28: **To give an Overall Rating of "Exceeds Expectations," both of the**

Significant **Categories must be rated "Exceeds Expectations." (Note: There must be supporting notes on the Supervisor's Discussion Notes form to give an employee an "Exceeds Expectations" rating in both *Significant* Categories.)**

To give an Overall Rating of "Does Not Meet Expectations," one or both *Significant* Categories must be rated "Does Not Meet Expectations." (Note: An employee may not be given an Overall Rating of "Does Not Meet Expectations" unless he/she first received an official "Notice to Improve Performance.")

Otherwise, the employee's Overall Rating should be "Meets Expectations."

Q29: *Can employees rate their supervisors?*

A29: **There is no requirement that employees rate their supervisors at this time, although supervisors may choose to get this type of input from their employees.**

Q30: *At the end of the rating period (Phase III, Completion of the Appraisal), what happens if the employee disagrees with my rating, refuses to sign the appraisal form, and wants to discuss it with my supervisor?*

A30: **First, ask the employee why he/she does not agree with your rating.**

- **If you feel a change is justified, make the change.**
- **If you feel a change is not justified, let the employee know that he/she may add comments or a rebuttal on a separate sheet, if desired.**
- **If your employee still wishes to discuss the rating with higher-level authority, allow the employee to do so. After the discussion, if the employee still refuses to sign the form, simply enter, "Employee does not wish to sign." If you feel it is necessary, ask a witness to sign and date this note. Ensure that the witness does not see confidential information. Then, send the PAS forms through regular channels for signature.**

You should also discuss the rating with your supervisor and your Departmental Personnel Office. If you have been monitoring, coaching, and documenting the employee's performance during the rating period, there should be enough evidence to support your Final Rating for each Performance Category and/or the Overall Rating.

Q31: *My employee asked, "What will happen if I get an Overall Rating of 'Does Not Meet Expectations' rating?"*

A31: **Inform the employee that, generally, an Overall Rating of "Does Not Meet Expectations" will result in adverse action, such as delay/denial of step movement, demotion, transfer, or discharge from service.**

Q32: *My employee asked, "What are the incentives for trying to get an overall 'Exceeds Expectations' rating?"*

A32: **If your employee applies for other jobs, including promotions, the employee could provide the interviewers with a copy of the rating, which may positively affect the hiring decision.**

Q33: *I have an employee who is frequently tardy. Instead of discipline, can I note on the Supervisor's Discussion Notes form that his/her tardiness must improve because it is affecting office operations since another employee has to assist the public visitors that come to the Information Desk?*

A33: **Tardiness should be handled through the disciplinary process. However, if your employee's tardiness is resulting in the employee's quantity or timeliness of work to be deficient or disrupting office/work operations, you may note on the employee's Supervisor's Discussion Notes form the employee's work deficiency or the negative effect on office operations. Call your Departmental Personnel Office for advice on handling a disciplinary-type problem. (See Appendix E, page 53.)**

Q34: *Can my rating for one of my employees be reversed by a higher-level authority in the department?*

A34: **Yes, it is possible, although this isn't usually the case. An appraisal is not considered official until all appropriate parties have approved/signed the form. If, for example, a "Does Not Meet Expectations" or "Exceeds Expectations" rating is not supported by explanations of work accomplishments/problems on the Supervisor's Discussion Notes form, the rating can be questioned/corrected. Should the rating be reversed, the person making the revisions should initial all changes. You must also do Phase III again. (See pages 17-22, Completion of the Appraisal), and obtain all required signatures and dates.**

To avoid this kind of problem, you should let your own immediate supervisor know what rating you plan to give your employee BEFORE you discuss it with the employee. This would be fairer to the employee too and prevent hard feelings.

Q35: *Must I have supporting documentation if I give my employee an overall "Exceeds Expectations" rating?*

A35: **Yes. Page 19 states that an "Exceeds Expectations" rating must be supported by entries made on the Supervisor's Discussion Notes form.**

WRITTEN NOTIFICATION

Q36: Must I provide written notification of substandard performance before I give my employee an Overall Rating of "Does Not Meet Expectations?"

A36: **Yes. You must provide written notification from the Appointing Authority before you issue a "Does Not Meet Expectations" Overall Rating to your employee. (See page 25, Substandard Performance, and Appendix F, page 56 sample letter.) The Performance Appraisal Policy (See Appendix B, page 42) requires that the Appointing Authority provide written notification when the employee's performance becomes substandard. You should not**

wait until a rating becomes due to issue the written notification.

Q37: *My employee's rating period is 7-1-01 to 6-30-02. Six months into the rating period, on 1-1-02, I gave my employee a written notification of substandard work performance and three months to improve. This manual indicates that I need to complete a Partial Annual Appraisal if the overall performance is still "Does Not Meet Expectations" at the end of the three months.*

(a) When should I begin Phase I for this Partial Annual Appraisal?

(b) How do I get the blank PAS forms?

(c) What rating period should I enter on this Partial Annual Appraisal?

(d) What should I do with the appraisal forms I received earlier for 7-1-01 to 6-30-02?

A37: ***(a)*** ***Regarding Phase I*****: Phase I for the Partial Annual Appraisal begins on 1-1-02.**

(b) ***Regarding Blank PAS Forms*****: You may duplicate the blank forms in the back of this manual.**

(c) ***Regarding the Rating Period*****: The rating period for the three-month Partial Annual Appraisal should be shown as 1-1-02 to 3-31-02.**

(d) ***Regarding the PAS forms for 7-1-01 to 6-30-02*****: Attach the PAS forms to the copy of the written notification and send them to your Departmental Personnel Office.**

Note: If your employee's performance improves to a "Meets Expectations" level by 3-31-02, you need not complete an appraisal until the end of the annual rating period. The Appointing Authority, however, must give your employee a letter stating that his/her performance now "Meets Expectations." But if you prefer to complete the PAS forms instead of requesting a letter from your Appointing Authority, you may do so provided you have your supervisor's approval.

Q38: *We want to give a permanent employee a "Notice to Improve Performance." However, he's frequently out on sick leave. If he's out on sick leave for a significant part of the 3-month improvement period, and if his performance does not improve to the "Meets Expectations" level while he's at work during that period, can we terminate him at the end of the 3 months?*

A38: The facts and circumstances of *each* case must be carefully considered. If, say, the employee was sick 1 or 2 days at a time for a total of 5-10 work days spread throughout the 3-month improvement period, generally, the supervisor should be able to evaluate the employee's performance and make a determination as to whether it has improved to "Meets Expectations" or not. However, if the 5-10 days were consecutive, the supervisor would need to decide how critical that absence was in determining whether the improvement period needs to be adjusted by an additional 5-10 work days. The decision should take into consideration the type of work the employee does. Routine repetitive type of work may not require an adjustment. If the employee's absence was more than 2 weeks, generally, the supervisor should consider adjusting

the improvement period by the period of time the employee was out sick.

Note: If the supervisor suspects the employee is not sick, the supervisor should investigate "abuse" of sick leave when it occurs. Abuse of sick leave is handled separately from the Performance Appraisal System. Proper procedures must be followed when investigating abuse of sick leave. Therefore, your Personnel Office must be consulted prior to initiating any discussions with the employee or taking any action regarding suspected sick leave abuse.

OTHER

Q39: Can the PAS be used as a disciplinary tool?

A39: No. The PAS is designed to improve performance and to promote communication between the employee and the supervisor; whereas, discipline is a corrective action taken as a result of a violation of a work rule or misconduct, (e.g., swearing at the supervisor). Additionally, the "Notice to Improve Performance" is *not* considered a *disciplinary* letter (See Appendix F, page 56).

Q40: What's the difference between discipline and performance problems?

A40: Discipline-type problems exist when there is misconduct, the employee violates work rules, etc.

Performance-type problems exist when an employee is unable to perform the duties and responsibilities of his/her job according to performance expectations.

Q41: Am I obligated to assist my employee in achieving his/her career goals and to provide my employee with any "needs" identified by the employee (e.g. training, cross-training)?

A41: ***Regarding Career Goals*: No. However, there may be ways in which you can provide experiences which would help the employee's career growth. For example, if your employee is a Library Assistant IV and wants to be a Library Technician V, you can temporarily assign that individual to a Library Technician V position in the absence of that employee, provided that the action is in compliance with applicable Personnel Rules and/or bargaining unit contract provisions. Or, if an employee is considering jobs in other offices, you could allow that individual to participate in inter-office task groups/projects.**

***Regarding "Needs"*: No. You would have to determine whether the needs are justified, resources are available, and if there would be disruption to operations where time away from work is involved. For example, if cost is a problem, you may arrange to have your employee trained at no cost by someone else in the department with the necessary expertise/skills (e.g., computer training).**

Q42: Do I need to do a performance appraisal when my employee transfers to another position?

A42: Check with your Departmental Personnel Office. Your department may require an appraisal for employees who move to other positions within the Executive Branch.

Q43: *I am a new supervisor. The annual appraisals for some of my employees will be due in about 6-7 months. Under the PAS, am I supposed to contact the former supervisor for a performance evaluation of these employees before I complete the appraisal forms for my employees?*

A43: **No. You will need to initiate your own PAS forms for your employees from the time you implement Phase I (Performance Planning and Communication of Expectations). At the end of the employee's rating period, you will complete a Partial Annual Appraisal covering only the period you supervised the employee.**

Q44: *I have been a new supervisor for only two months. Page 30 of this manual indicates that if I'm a new supervisor for three months or less, I don't need to do my employees' performance appraisals. Does this mean that I don't need to do Phases I, II, and III of the PAS?*

A44: **This section means that you (including temporary assignment supervisors) need not do Phase III (Completion of the Appraisal) of the PAS. Simply note on the Employee Performance Appraisal form, HRD 526, "Unable to evaluate employee since I have been on the job for only two months." Then sign and date the form.**

Regarding Phases I and II (Performance Planning and Communication of Expectations and Performance Monitoring and Coaching), your department has the discretion to decide if you need to implement these two Phases of the PAS. If your department requires you to implement Phases I and II and you are unsure of how to discuss job expectations so early on the job, consult with your own supervisor for guidance. You could also ask your staff to explain the prior supervisor's job expectations and decide if you want to continue using them.

Beginning the fourth month on the job, you are required to do a partial annual appraisal and implement all Phases (I, II, and III) of the PAS.

EXCEPTION: You will need to do Phases I, II, and III of the PAS for employees serving an "initial" or "new" probation period, regardless of the number of months you have been on the job.

Q45: *Why must I complete my employee's "initial" probation period performance appraisal, which will be due in one month, if I have been this employee's supervisor for only two months?*

A45: **You need to complete it (Phase III, Completion of the Appraisal) because the probation period performance appraisal ("initial" or "new" probation period) is a critical appraisal that determines if the employee passes and gains "regular status" in the job. It is an extension of the hiring process and should be used as a "test" to decide whether the employee is fit for the job.**

Q46: *Does the "three-month" exception covered on page 24 ("What If I Change Jobs Before The Appraisals Are Due?") apply if my employee's probation period performance appraisal is due when I leave my job to accept another supervisory position?*

A46: **No, the three-month exception applies to <u>annual</u> performance appraisals, not to <u>probation</u> period performance appraisals. You must <u>always</u> (when you leave your position or when you**

go on leave without pay) complete your employee's probation period performance appraisal, regardless of whether the employee is in the first, second, third, etc. month of probation.

Q47: *How can I implement Phases I & II (Performance Planning and Communication of Expectations and Monitoring & Coaching) if I'm a new supervisor and have not gone to HRD's PAS Supervisory Orientation?*

A47: **This manual covers in detail all aspects of the revised Performance Appraisal System and should enable you to do Phases I, II, and III. If you have questions, check with your supervisor or Departmental Personnel Office.**

Q48: *Do I need to complete my employees' appraisals before I go on leave without pay for four months?*

Q48: **You will need to complete (Phase III, Completion of the Appraisal) Partial Annual Appraisals for all employees who have not had their appraisal done within three months before the date you go on leave without pay.**

Q49: *May I terminate a probationary employee (either initial or new) before the 6-month probation period is up?*

A49: **You may, if the employee is unable to do the job, provided the employee was given adequate training, time to learn the duties and responsibilities of the job, and time to improve his/her performance. For example, if the employee's job is simple and could be learned within a month, you probably would be able to assess, in less than the 6-month probation period, whether the employee can or cannot successfully do the job.**

Q50: *May I terminate an initial or new probationary employee for unsatisfactory work if I did not give him/her a notice of substandard performance/notice to improve performance?*

A50: **Any employee should be notified in writing of substandard performance.**

Q51: *I supervise positions that require probationary employees to go through a formal training program for approximately 4 months as part of the probation requirement. Should instructors at the training school complete the PAS forms for my employees during the period they are at training?*

A51: **No, instructors at the school should not complete the appraisal forms. That training period need not be rated on the PAS because the trainer is already doing a separate evaluation for the course. You should note on the PAS, "Employee was at training from (date) to (date)" to show that the evaluation is only for the period the employee was not required to be at training.**

Q52: *If I rate my employee "Does Not Meet Expectations" in any performance category, are the completed PAS forms considered derogatory material that must be purged from the Official Personnel File?*

A52: **No. PAS forms, including the Supervisor's Discussion Notes form, are not considered**

derogatory material as long as you follow the instructions in this manual.

Q53: *We have an employee whose annual rating ends June 30th. On May 1st, the supervisor recommends giving the employee a 3-month "Notice to Improve Performance." Should we complete the June 30th "annual" PAS forms?*

A53: **Since a Partial Annual PAS is required for the period of the 3-month improvement period and since the 3-month improvement period will extend beyond June 30th, do not complete the June 30th Annual PAS forms. Inform the employee in the "Notice to Improve" that the annual rating period will be extended to coincide with the end date of the "Notice to Improve." If, at the end of the 3-month improvement period the employee's performance improves to "Meets Expectations," have the supervisor issue the employee a notice regarding the improvement (See Appendix H for a sample). The supervisor should then complete the employee's *Annual* PAS forms, change the rating period end date to coincide with the end date of the 3-month improvement period, attach the incomplete *Partial Annual* PAS forms and send them through the regular chain of command for approval/signature.**

If, however, the employee's performance is "Does Not Meet Expectations" at the end of the 3-month improvement period, have the supervisor complete the *Partial Annual* PAS (the incomplete *annual* PAS forms should be turned in to the Personnel Office). {Note: The supervisor must check with the Personnel Office prior to completing the "Does Not Meet Expectations" *Partial Annual* PAS to discuss the consequences of the unsuccessful improvement period.}

If the supervisor feels the employee showed some improvement during the 3-month improvement period, but not enough to give an Overall rating of "Meets Expectations," the supervisor may recommend extending the improvement period for up to 3 months. If the improvement period is extended, the employee must be given written notification of the extension (contents similar to "Notice to Improve") by the end of the first improvement period. The rating period end date in Section 3 of the HRD 526 of the *Partial Annual* PAS forms should be adjusted to coincide with the end date of the extended improvement period. The employee should be informed of the adjusted date and asked to initial the date change.

Q54: *If an employee's probation is extended, should the supervisor complete Phase III of the PAS at the end of the first 6 months?*

A54: **We recommend the 6-month PAS not be completed. By recommending an extension the supervisor is essentially granting more time for the employee to improve because he/she feels the employee has the potential of becoming a satisfactory employee.**

Remember, the employee must be given a written "Notice to Extend the Probation Period" by the departmental Appointing Authority (see Appendix G). This Notice should include, among other things, specific information on the employee's performance that needs improvement. The supervisor should change the rating period "end" date on the Probationary PAS form (Section 3 of HRD 526) to coincide with the end date indicated on the "Notice to Extend the Probation Period." Notify the employee of the change, and have the employee initial the change. At the end of the extension, the supervisor should complete the PAS forms, through Phase III.

Q55: In this manual it says in several places that feedback should be given "in a timely manner." What does that mean? Is there a specific number of days?

A55: There is no specific number of days that constitutes "in a timely manner." However, generally, within a week or so of the incident would be considered timely. There are extenuating circumstances that could extend that time, such as if the employee or supervisor went out on sick leave or vacation leave shortly after the incident.

*Q56: When an employee resigns prior to the end of his/her rating period, what should we do with the incomplete PAS forms***?**

A56: Note on HRD 526, "Resigned 9/30/97," then send the incomplete forms to your Departmental Personnel Office for filing in the employee's Official Personnel File.