

The EPMS Process

It's more than completing
paperwork!

Performance Management: Purposes

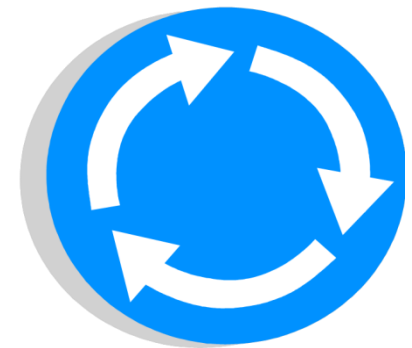
- Provide an accurate and objective method to evaluate employee performance on a continuous basis.
- Provide feedback to employees regarding their performance.
- Assist management in assigning work and delegating responsibilities based on mutual understanding of the employee's skills and abilities.

Performance Management: Purposes

- Provide documentation to support recommendations for salary increase, promotion, transfer, demotion and termination.
- Identify training needs.
- Connects the employee's job to the mission of the organization.

Three Components of Performance Management

1. Planning stage
2. Ongoing communication
3. Evaluation stage



Types of Reviews

- Probationary - Quarterly review for non-law enforcement
 - 12-month review
 - no extension
 - “successful” by default if not completed

Universal Review (Annual)

- Annual (April 1st)
 - no more than ninety (90) days before review date
 - “successful” by default if not completed

Trial Period

- Trial Period
 - six-month review following promotion (new pay band)
 - review date “bumps forward six months”
 - may be extended up to ninety (90) days
 - “successful” by default if not completed

Informal Review

- Test-period review (Informal Review)
 - required for all law enforcement personnel
 - additional duties & responsibilities
 - official review date does not change
 - duties may be removed if not performed successfully

Planning Stage: Five W's

- **Who:** New and current state classified employees must have planning stages on file. Temporary employees are exempt.
- **What:** Planning stages must include job functions (includes job duties and success criteria), objectives, and performance characteristics for the next rating period.
- **When:** Planning stages must be generated at the beginning of each rating period (within 6-8 weeks of current review date for next review period).

Planning Stage: Five W's

- **How:** Reviewer and rater should review the position description and place information to include requirements/expectations of the job on the planning stage. The rater must meet with the employee and discuss requirements and expectations and place that information on the planning stage document.
- **Why:** Planning stage is an important part of the performance management process and it is a tool for managers to use to explain expectations and provide feedback.

Planning Stage

During the planning stage:

- Supervisor and employee identify the goals and objectives for the rating period.
- Define 4-6 job duties.
- Develop success criteria.
- Discuss performance expectations.
- Establish weight factors.

Planning Stage: Examples

Job Duty:

Prepares individual daily reports. (15%)

Objective (optional):

Attend Microsoft Office training class. (5%)

Performance Characteristic:

Professionalism: Maintains focus, effectiveness, emotional control, and maturity. (Pass/Fail)

Objectives

- Optional
- Special, Non-recurring projects
- Job related
- No more than 15% weight

- Duties + Objectives = 100%

Performance Characteristics

- Behaviors tied to agency, division or position
- Promoting equal employment opportunity
 - required for supervisors
- Pass or Fail
- List on Employee Relations page of DPS' Human Resources website.

Success Criteria

- What is a success criteria?
- Why do we need a success criteria?
- How do we develop a success criteria?

Success Criteria

- Success criteria should specify the expected level of performance necessary to obtain a “successful requirements” rating.
- It should describe:
 - How well the job is to be done
 - When it is to be done
 - How it is to be done

SMART Success Criteria

- **Specific** --- let employees know exactly which actions and results they are expected to accomplish.
- **Measurable** --- (observable) based on quantitative measures such as quantity, time frames, percentages and/or cost effectiveness.
 - Quantity: how much work must be completed within a certain period of time (Example: 30 customers a day).
 - Quality: describes how well the work must be accomplished. Specifies accuracy and effectiveness (Example: 95% of documents must be submitted without errors).

SMART Success Criteria

- **Achievable** --- should be challenging but attainable. Managers should develop success criteria so that they enable success.
- **Relevant** --- should be important and created in support of the agency's mission.
- **Time Sensitive/Bound** --- should be delivered or done within a time period that meets the office or unit's need.

Success Criteria: Example

Duty: Responds to information requests both verbally and in writing.

Success Criteria: Provides accurate information with not more than 3 instances of negative feedback during period; provide information requested within 24 hours.

Success Criteria: Practice

Develop a success criteria for the following job duty:

Job Duty: Prepares individual daily reports.

What is to be done? How it is to be done?

How well should the job be done?

Specific

Measurable

Attainable

Relevant

Time Bound

Success Criteria

Ways to Track Progress Toward Achievement of Success Criteria :

- Visual observation
- Supervisor work logs
- Periodic meetings
- User feedback

Ongoing Communication

- You show others how to be great by being great yourself. In the past two weeks, how have you been great in the work environment?
- How do you encourage your employees to be great and bring their “A” game day in and day out?
- How do you handle incidents in which employees are not doing so well?

Ongoing Communication

During the ongoing communication stage:

- The supervisor and employee should communicate on a regular basis and be able to request and give feedback as needed
- Informal mid-year review
- Management of substandard performance

Ongoing Communication

- Provide positive and constructive feedback throughout the review period.
 - Be specific about job performance.
 - Be specific about the effect performance is having on you or your department's work.
 - Provide insight about the performance issue and its effect on your work or department.

Ongoing Communication

When an employee is performing well, tell them!

- John, I have noticed you have consistently turned your monthly reports in early (**performance issue**).
- As a result, I have been able to prepare our statistical summary ahead of schedule. This allows us time to analyze the data and prepare for next month (**effect**).
- I really appreciate your efforts on this. Thanks (**insight**).

Ongoing Communication

How would you change the following statement into constructive feedback?

“Bill, your work is suffering lately. Your error rate is high.”

Remember:

- Performance Issue
- Effect
- Insight

Evaluation Stage

- There are three (3) levels of performance used by SCDPS and approved by the State Human Resources Division to rate each job function and objective.

Exceptional ---work that exceeds the success criteria.

Successful --- work that meets the success criteria.

Unsuccessful --- work that fails to meet the success criteria.

Evaluation Stage: Steps

- Evaluate (rate) the employee based on the success criteria established. Be specific, objective and use only job-related information and behavior.
- Provide a description of the actual performance on each duty and objective, if used.
- Complete the summary and improvement sections of the evaluation.

Evaluation Stage: Steps

- Review evaluation with Reviewer prior to discussing evaluation with employee.
- Set up one on one meeting with employee to discuss the evaluation and performance. Allow adequate time and ensure privacy for discussion of the evaluation.
- Discuss goals for the future with the employee.

Evaluation Stage: Meeting Tips

- Appraisal meeting should be a two-way conversation.
- Positives should always be emphasized.
- Discuss what needs to be done to improve and not what was done wrong.
- Encourage employee feedback.
- Do not let problems go for an extended period of time, hoping that they will clear up on their own.

Evaluation Stage Checklist

- Get reviewer's concurrence beforehand.
- Submit EPMS Weighted System Work Form with EPMS document.
- Round up overall rating.
- Send original EPMS to OHR/give copy to employee.
- Employee may prepare a rebuttal, which should be included in the official EPMS document.

Substandard Performance

- If an employee is working at an unacceptable level and is considered "unsuccessful" in any **essential job function** or **objective** which significantly impacts performance, the manager will need to give the employee a formal opportunity to improve his or her performance with a written "Warning Notice of Substandard Performance (Work Improvement Plan)."

Substandard Performance

- This 30-120 day period is designed to give the employee an opportunity to bring his or her performance up to an acceptable level.
- The Work Improvement Plan may be issued at any time during the review period.
- The rater and employee should work together to draft the plan. The plan should include a list of ways to improve the deficiencies and other appropriate performance related recommendations.

Substandard Performance

The notice shall:

- Be in writing, addressed to the employee, labeled as a “Warning Notice of Substandard Performance,” and signed by the employee (witnessed, if employee will not sign).
- List the job function(s) and/or objective(s) on the employee’s planning stage that are considered “unsuccessful” with an explanation of the deficiencies for each job function and/or objective.

Substandard Performance

The notice shall:

- Include the rater's work improvement plan and a list of ways to improve the deficiencies.
- Include the time period for improvement and the consequences if no improvement is noted.
- Include a plan for meeting to discuss employee's progress during the warning period.
- A copy of the notice shall be given to the employee and placed in the employee's official personnel file.

Links on DPS Website

HOME | EMAIL LOGIN | CONTACT US

SC DEPARTMENT OF PUBLIC SAFETY
OFFICE OF HUMAN RESOURCES
PROTECTING. EDUCATING. SERVING.

HIGHWAY PATROL | IMMIGRATION ENFORCEMENT | PROTECTIVE SERVICES | TRANSPORT POLICE | HIGHWAY SAFETY & JUSTICE PROGRAMS | HUMAN RESOURCES | MEDIA

Google™ Custom Search

Employee Relations

SHARE

Employee Performance Management System (EPMS)

- Short Year Performance Review Form (Word Document)
- EPMS Form (Word Document)
- EPMS Weighted System Work Form (Word Document)
- Probationary Employee Quarterly Evaluation (Word Document)
- EPMS Performance Characteristics (Word Document)
- Competency Dictionary (PDF File)
- Checklist for Substandard Performance (Word Document)

Employee Discipline

- Disciplinary Report (Word Document)

Quick Links

- Upcoming Events & Reminders
- See Jobs and Apply
- Holiday Schedule
- Retirement Information
- State HR Regulations
- State Class Titles
- HR Staff Directory
- EEO Representatives
- State Pay Bands
- 2014 Payroll and Overtime Schedule
- Frequently Asked Questions

The South Carolina Department of Public Safety is an internationally accredited agency.
Copyright (c) 2013 The South Carolina Department of Public Safety. All rights reserved.
10311 Wilson Boulevard, Post Office Box 1993 Blythewood, SC 29016 | Contact SCDPS at WebMaster@scdps.gov

Questions

Tonya Chambers at (803) 896-7943

Angela Thornton at (803) 896-8734