

<p align="center">GEORGIA DEPARTMENT OF JUVENILE JUSTICE</p>	<p align="center">Transmittal #17-16</p>	<p align="center">Policy # 3.81</p>
<p>Applicability: <input checked="" type="checkbox"/> All DJJ Staff <input type="checkbox"/> Administration <input type="checkbox"/> Community Services <input type="checkbox"/> Secure Facilities (RYDCs and YDCs)</p>	<p>Related Standards & References: State Personnel Board Rule 478-1-.14, 45-20-21 ACA Standards: 4-JCF-6C-11, 3-JDF-1C-16 DJJ 3.23, 3.54</p>	
<p>Chapter 3: PERSONNEL</p>	<p>Effective Date: 12/22/17 Scheduled Review Date: 12/22/18</p>	
<p>Subject: PERFORMANCE MANAGEMENT</p>	<p>Replaces: 7/15/16 Office of Human Resources</p>	
<p>Attachments: A – Performance Plan Review B – Performance Evaluation Review</p>	<p>APPROVED:  _____ Avery D. Niles, Commissioner</p>	

I. POLICY:

The Department of Juvenile Justice shall administer a performance management process in accordance with established laws, rules, regulations, and policies. The process shall be a cooperative effort between employees and supervisors, provided however that the final determination of standards, expectations, and/or summary ratings shall be at the sole discretion of management.

II. DEFINITIONS:

Designated Official: A person selected to review performance plans and/or performance evaluations that an employee feels are arbitrary, capricious, non job-related, unrealistic, or not reflective of his/her overall performance. This official must not be the first or second level supervisor of the employee.

Evaluating Supervisor: A supervisor or manager who plans, coaches, and develops the performance of an employee.

Reviewing Manager: A manager charged with reviewing the performance plans and evaluations prepared by lower level supervisors in their line of supervision to ensure that the plans and evaluations are appropriate, accurate, and timely. Reviewing managers for the Department will include the Directors of Youth Development Campuses, Regional Youth Detention Centers, Community Services, and Central Office divisions/offices. Assistant Commissioners, Deputy Commissioners, and Office Directors may delegate the responsibility for review to a lower level manager where such delegation does not compromise the reviewing process, and does not allow review of documents among peers as prohibited in SPB rule 478.1-.14. In the absence of an evaluating supervisor, the reviewing manager may assume evaluation responsibilities.

Evaluating Period: The timeframe in which employee performance is assessed. The performance evaluation period begins on July 1 and ends on June 30 of the following year.

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Employees newly hired in State government during the performance evaluation period are to be evaluated from the date of hire through June 30.

III. GENERAL PROCEDURES:

A. Developing Performance Plans:

1. The performance management program requires that supervisors develop a performance plan for each employee at the beginning of the performance evaluation period and/or placement of employees in new or different positions (e.g. appointments, transfers, promotions, demotions.) The performance plan identifies performance standards and expectations on which the employee will be evaluated. Supervisors are to present performance plans to their employees within 45 calendar days of an employee being placed in a new job and annually within 45 calendar days of the start of a new performance period.
2. Every DJJ employee who is eligible to be considered for a performance based salary increase (classified and unclassified) should be provided a performance plan and a performance evaluation by the evaluating supervisor. The plan should specify clear and achievable expectations, goals, responsibilities or outcomes appropriate to the position, and may include an individual development plan. Expectations are to be written at the Successful Performer level (equivalent to a rating of three on the five-point rating scale).
3. Hourly part time employees or temporary employees are not required to have a performance evaluation and are not eligible for performance based salary increases.
4. Supervisors should seek input from the employee during the process of creating the performance plan, specifically in reference to creating the Individual Development Plan (IDP). The employee should be allowed an opportunity to identify objectives and activities the employee would like to incorporate in their plan during this process.
5. Evaluating supervisors will discuss proposed performance plans with reviewing managers and receive approval before meeting with employees or providing copies of the plans to employees. Supervisors who do not comply with this process are subject to disciplinary action.

B. Performance Plan Meeting:

1. Evaluating supervisors are to meet and present performance plans to employees.
2. If evaluating supervisors are unable to meet with employees during this time frame due to unusual or extenuating circumstances on the part of employees

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(e.g., employees are absent for an extended period of time), the plans are to be presented and discussed with the employees upon their return to duty.

C. Request for Review of Performance Plan:

1. Employees may request a review of their Performance Plans:
 - a) If employees express the belief that their performance plans include arbitrary, capricious, non-job-related, or unrealistic expectations. When initial efforts between evaluating supervisor and employee to resolve the expectations are not successful, evaluating supervisors must inform employees of their right to request a formal review.
 - b) A written notice of a right to review must be provided to employees within 2 business days of being advised of the employees' intent to request a review. The name and address of the appropriate reviewing official is to be provided to employees. (See Attachment A, Performance Plan Review.)
2. Designated reviewing officials cannot be the first or second level supervisors of employees requesting reviews and cannot have been involved with developing the employee's performance plan.
3. A written request for review must be submitted to the designated reviewing official within 5 business days of receiving completed performance plans.

D. Review of Performance Plan:

1. Designated reviewing officials are to review the performance plan and information provided by employees and evaluating supervisors. Discussions should be held with employees and evaluating supervisors regarding the requests for reviews.
2. Designated reviewing officials will determine if the performance plan is arbitrary, capricious, non-job-related, or unrealistic, and issue findings that either uphold performance plans as written or determine that changes are to be made.
3. Designated reviewing officials are to issue their findings in writing to the employees, evaluating supervisors, and reviewing managers within 15 business days of receiving the employee's request for review.
4. If changes are appropriate, the evaluating supervisor will make changes. Determinations will be made on a case by case basis.

E. Performance Plan Not Received:

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If performance plans are not provided to employees within the required time frame, and attempts to resolve the issue through the employee's chain of command are unsuccessful, the employee may file a complaint in accordance with DJJ 3.23, Employee Complaint Process.

F. Mid-Year Evaluations:

1. Evaluating supervisors should meet with each employee on an ongoing basis to give performance feedback throughout the evaluation period.
2. Evaluating supervisors will meet with each employee at least once during the performance evaluation period to conduct Mid-Year reviews of employees' work performance and adherence to terms and conditions of employment.

G. Completing the Performance Evaluation

1. DJJ evaluating supervisors are required to complete a performance evaluation on employees who are promoted, demoted, or transferred to other positions within DJJ or in other state agencies. This includes "close out" evaluations when employees leave during the evaluation period, as well as performance evaluations ending June 30.
2. Performance evaluations will be based on the employee's performance plan provided at the beginning of the evaluation period.
3. Evaluating supervisors will be advised of the time frame for processing completed Performance Evaluations each year.
4. Prior to the manager completing the evaluation, an employee may complete an optional self-evaluation.
5. Evaluating supervisors should closely review performance and adherence to terms and conditions of employment. Employees that have been in their position 90 days or less may receive a modified evaluation for the time period in the position.
6. Evaluating supervisors are to rate employees work performance using the state's rating scale:

N = Not Rated

1 = Unsatisfactory Performer

2 = Successful Performer – Minus

3 = Successful Performer

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4 = Successful Performer – Plus

5 = Exceptional Performer

7. Appropriate corrective action must be taken with employees who receive an overall rating below level two.
8. Evaluating supervisors should provide comments on actual performance for each section of the performance management form. Specific comments which support ratings of Unsatisfactory Performer (rating level 1) are required.
9. Evaluating supervisors will discuss proposed performance evaluations with reviewing managers and receive approval before meeting with employees.
10. Reviewing managers are responsible for reviewing performance evaluations prepared by evaluating supervisors to ensure consistency, accuracy, and timeliness.
11. Reviewing managers have the authority to change the ratings proposed by evaluating supervisors if the managers disagree with the ratings and are able to articulate a reasonable basis for the disagreement.
12. This should be considered a “last resort” as the expectation is that in most instances in which there is an initial disagreement, the reviewing manager and evaluating supervisor will engage in discussions sufficient to resolve the disagreement and reach consensus.

H. Performance Evaluation Meeting:

1. Evaluating supervisors will meet with employees to discuss their completed Performance Evaluations. If evaluating supervisors are unable to meet with employees due to their own absence for an extended period of time, the reviewing managers are to hold the performance evaluation meeting.
2. Evaluating supervisors are to advise employees that they may add comments on the performance evaluation. Employees will be given 5 business days to review, add comments, and acknowledge their performance evaluation.
3. Evaluating supervisors will advise employees who receive an overall rating of level 2 and below that they may request a review if they believe the rating is arbitrary, capricious, or not reflective of their actual performance or adherence to terms and conditions of employment.

I. Request for Review of Evaluation (Attachment B, Performance Evaluation Review):

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1. The name, title, address, and telephone number of the appropriate designated reviewing official will be provided in writing to employees who receive an overall summary rating of level one “Unsatisfactory Performer” on the 5 point scale for Statewide Core Competencies, Individual Goals/Competencies, or Job Responsibilities.
2. Requests for review must be submitted in writing to the specific designated reviewing official within five business days of employee receiving their completed performance evaluation.
3. Employees who receive at least an overall rating of 3 or higher cannot request a review of their Performance Evaluations.

J. Review of Performance Evaluation:

1. Designated reviewing officials are to review performance evaluations and supporting documentation provided by employees and evaluating supervisors. Discussions should be held with employees and evaluating supervisors regarding the requests for review.
2. Designated reviewing officials will determine if performance evaluations are arbitrary, capricious, or not reflective of actual performance or adherence to terms and conditions of employment and issue findings that either uphold performance evaluations as written or determine that changes are to be made.
3. Designated reviewing officials are to issue their findings in writing to the employees, evaluating supervisors, and reviewing managers within 15 business days of receiving employee’s request for review.
4. Determinations will be formulated on a case by case basis regarding the appropriate official to make the changes (i.e., evaluating supervisor, reviewing manager, or designated reviewing official).
5. If changes are made to Performance Evaluations, employees are to be given an opportunity to review and sign the modified Performance Evaluations. If employees do not sign their modified Performance Evaluations, evaluating supervisors are to document the event in the “Maintain Performance Notes” section. This section can be found by selecting “Manager Self Service,” and then “Performance Management,” and proceed with the manager override process.
6. Decisions made by designated reviewing officials are final. Issues concerning the performance management process are not grievable or appealable to the State Personnel Board.

K. Performance Evaluations not received:

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Employees who have not received their Performance Evaluations by September 30th in a calendar year should contact their evaluating supervisor to discuss the status of the evaluation. If no resolution is reached after 5 calendar days, employees should contact the Office of Human Resources, Employee Relations/EEO Section.

L. Failure to comply with policy:

Evaluating supervisors and reviewing managers who fail to carry out the responsibilities outlined in this policy and/or who do not meet the required performance management deadlines may be subject to disciplinary action.

M. Performance based salary increases:

Salary increases based on each employee's summary rating will be administered in accordance with applicable State Personnel Board Rules and other DJJ policies and practices. (See DJJ 3.54, Salary Administration.)

IV. LOCAL OPERATING PROCEDURES REQUIRED: NO