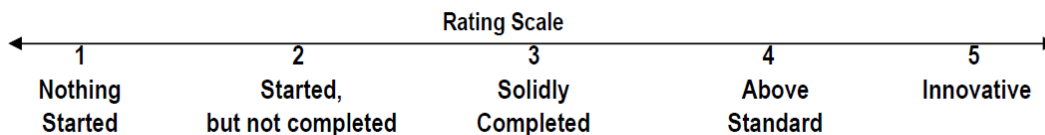


Choice Performance Confirmation Program Preliminary Readiness Assessment

Instructions

This self-assessment tool will evaluate the level of organizational readiness to meet the application evaluation standards.

Use these standardized questions and rating scale to assess the strength of your current employee performance management program and readiness to begin developing your application for the Choice Performance Confirmation (CPC) program.



Executive commitment – How has your leadership demonstrated its commitment to a performance-based culture and receiving performance confirmation?

1. Our organization demonstrates a historic culture of performance.
2. Our chief executive has communicated his/her commitment to both a performance management culture and performance confirmation to employees.
3. Our senior leadership has been involved in the development of the agency's performance management system and preparing for confirmation.
4. Our organization has formed a project team composed of a cross section of the agency.
5. Our senior leadership has given the team adequate resources, training, tools and time to complete the project.

Organizational performance planning – How has your leadership promoted and supported organizational performance planning and results?

6. Our organization's vision, mission and values are clearly stated and communicated to all employees.
7. Our organization has a strategic plan with business goals, objectives and strategies in place.
8. Our organization has performance measures in place for each business line.
9. Our organization has a process for monitoring and reporting performance on:
 - a. Strategic plan and business plan goals
 - b. Organizational performance levels
10. Our organization integrates the performance management system throughout the organization through activities such as Results WA, balance scorecard, WSQA and other types of assessments (e.g., internal and external audits).

Roles and responsibilities – How do your assigned roles and responsibilities support your employee performance management program?

11. We have roles and responsibilities assigned for:
 - a. Executive management
 - b. Human resources
 - c. Supervisors
 - d. Employees

12. Each person with an assigned role is aware of the standards and expectations of his/her assigned roles.

Management accountability – How are your managers and supervisors held accountable for consistent, equitable and transparent administration of your performance management program?

13. Consequences are clear for failure to meet standards and expectations for management roles.
14. Our managers and supervisors clearly understand the consequences for failure to meet performance management responsibilities.
15. Administrative processes are in place for tracking manager and supervisor compliance with performance management standards and practices.

Policies and procedures

16. Our employee performance management (EPM) policy:
 - a. Describes our executive commitment to employee performance management.
 - b. Describes the linkage between employee performance management, organizational performance management and accomplishment of organizational goals.
 - c. Describes the principles and purpose of the employee performance management system.
 - d. Describes roles and responsibilities of various staff relative to employee performance management.

Communication strategy and plan

17. What are the significant communication risks that you will need to address?
18. What are your contingency plans for eliminating misunderstandings and destructive myths?

Training and orientation – How does your training and development strategy support your performance management culture?

19. We have demonstrated executive commitment to staff training, including:
 - a. Financial resources
 - b. Release time
20. We have established training requirements for:
 - a. Senior leaders and managers
 - b. Supervisors
 - c. Employees
 - d. New supervisors
 - e. New employees

21. We have core training requirements for managers and supervisors that include:
 - a. Supervisor's essentials or equivalent
 - b. Performance planning and development (PDPs)
22. We have a monitoring and reporting system that:
 - a. Tracks all employees.
 - b. Reports compliance to executive management.

PDP implementation – How does your PDP process support your performance management program?

23. Our organization has established time frames and deadlines for completing the PDP.
24. Our organization requires use of periodic interim reviews, including at least one mid-term evaluation during the review period.
25. Our organization has a monitoring and reporting system that:
 - a. Comprehensively tracks all permanent employees.
 - b. Reports compliance to executive management.
26. Our organization reviews PDPs for quality and improvement.
27. Our organization has at least 90 percent completion/compliance rate for eligible employees on:
 - a. PDPs
 - b. Individual development plans
 - c. Performance evaluations
 - d. Current position descriptions (PDFs)

Performance incentive program

Use these standardized questions and rating scale to assess the strength of your employee performance management program relative to developing a performance incentive program.

Performance incentive program

1. We have discussed the desired outcomes we expect to achieve by developing an incentive program.
2. We have discussed what parts of our organization and which employees will be affected by this program.
3. We have discussed what performance-based practices we are proposing for our performance incentive program such as:
 - a. Leave amounts for lump sum, goal sharing and gain sharing programs.
 - b. Benefits
 - c. Award levels (if using an award program with multiple levels)

Consultation and Assistance

SHR staff are available to assist you throughout the confirmation process, including a briefing to your executive management team about the confirmation process. Please contact the Don Chavez at don.chavez@ofm.wa.gov for more information.

Tools and Resources

Use the following tools and resources to learn more about the confirmation process:

- Choice Performance Confirmation Program – Overview
- Application Guide – Preliminary Application Submittal Guide
- Preliminary Readiness Assessment
- Employee Performance Management Program Survey
- Baldrige/WSQA Question Crosswalk Table
- Final Application and Guide
- Monitoring Report Guide