

## Choice Performance Confirmation Program – Framework

An agency must meet the minimum state WAC requirements for Performance Management (WAC 357-37). This includes but is not limited to:

- a. Employers must develop and implement a performance management policy outlining key points in their performance management program.
- b. Employers must provide employees with expectations for how they will be successful in performing their job duties.
- c. Employers must provide feedback for probationary employees or permanent employees serving a trial service period/transition review period before the employee attains permanent status, or on an annual basis for a permanent employee.
- d. Employers must use a standardized performance planning and evaluation procedure and form or an approved alternate.

An agency should build in a process that promotes cultivating employees' strengths that allows each employee to have a great impact on his/her performance and ultimately engagement. A thorough process should identify employee talents and align talents with work efforts, whenever possible.

Note: This doesn't mean that the work doesn't get done.

An agency should use a method that allows for changing goals and priorities. As business conditions change throughout the year, managers and employees must be able to adjust their priorities and expectations accordingly. An agency should create a flexible method for updating these expectations.

A successful performance management program will feature a built-in process to give more just-in-time and meaningful feedback. The agency should have a program that provides feedback to employees at regular intervals that includes the flexibility of not always having to be documented in a formal PDP. This continual feedback allows managers to set new and updated expectations for short- and long-term priorities. It also allows managers to comment on recent work efforts and most importantly, provide course correct, coaching or updates to expectations.



A reward program should be customized to the agency and be evaluated regularly to ensure that the rewards continue to be valuable and to motivate employee performance. The most successful rewards programs are simple and flexible. The agency must develop a fair, consistent and transparent process for allocating rewards to employees using oversight from HR and executive leadership.

An agency should develop a recognition program that focuses on more continual recognition and/or social type recognition systems. The program should work on shifting the emphasis from formal recognition that typically focuses on huge milestone achievements, to smaller, more meaningful contributions. A thorough program will not only recognize individual team members, but also teams, work groups or divisions for accomplishments.

A coaching program should emphasize an ongoing coaching relationship between managers and all employees, not just the choice few. Performance coaching can identify an employee's growth as well as plan and develop new skills. Using their coaching skills, supervisors evaluate and address the developmental needs of their employees and help them select diverse experiences to gain necessary skills. A thorough program includes training for both managers and staff as well as a way of measuring its success.

# LEVELS OF THE CHOICE PERFORMANCE CONFIRMATION PROGRAM

## AGENCY REQUIREMENTS

Meets state's min. requirements of performance mgmt. (WAC 357-37)

Number of additional components met

## AGENCY REWARDS

Recognition from the Governor

Ability to grant performance-based leave

Performance Management Badge for use in recruitment

Meets state's min. requirements of performance mgmt. (WAC 357-37)	Number of additional components met		Recognition from the Governor	Ability to grant performance-based leave	Performance Management Badge for use in recruitment
✓	6	4 PLATINUM	✓	✓	✓
✓	4-5	3 GOLD	✓	✓	✓
✓	2-3	2 SILVER	✓	✓	✓
✓	1	1 BRONZE	✓	✓	✓