

EMCP Performance Evaluation and Variable Pay

Tutorial

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EMCP Performance Evaluation

This tutorial provides a brief overview of the EMCP Performance Evaluation system which was designed to facilitate communication and make the process of performance management a win-win for you and your EMCP employee. Page numbers/Appendixes in this tutorial refer to the EMCP Performance Evaluation & Variable Pay Manual.

Definitions

- Rater – supervisor doing the rating.
- Ratee – EMCP employee being rated.
- Appointing Authority - department head or designee having the power to make appointments or changes.
- Results Evaluation Guide (Appendix D) - used to assess the scope, effort and skill needed to accomplish the results in the Program Objectives and Accomplishment Component.

Agenda for this tutorial

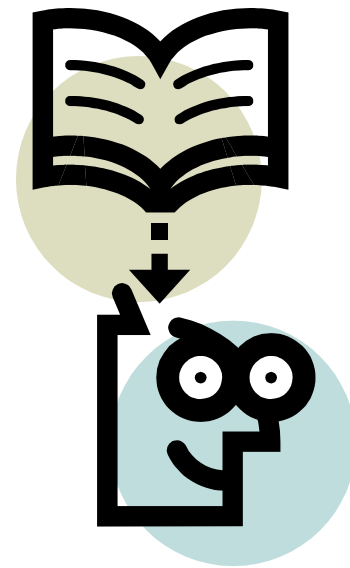
- Significance of Performance Management
- Purpose of the EMCP Performance Evaluation
- Components of the EMCP Performance Evaluation
- Rating Period
- EMCP Performance Evaluation Process
- Handling Substandard Performance
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- Appeals
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Significance of Performance Management

- Successful organizations need high performing managers;
- Assures that efforts of the staff are directed, organized, and planned;
- Provides open communication and high performance expectations;
- Provides consistency in ratings for managers through a common performance management and evaluation system.

Purpose of Performance Evaluation

- To insure there is a common understanding of expectations between Rater and Ratee;
- To facilitate feedback between the Rater and Ratee;
- To encourage high performance;
- Evaluate performance.



Performance Evaluation Components

- There are two major components of the EMCP Performance Evaluation
 - **Form C: Overall Management (mandatory)**
Measures the managerial actions and competencies needed in the job. For example, problem solving/decision making, managing human resources, fiscal management, customer focus, etc.

Performance Evaluation Components

- **Form B: Performance Objectives (optional)**
Identifies, measures, and evaluates projects, tasks, and objectives that are accomplished during the rating period.
 - This component is optional and the Rater decides if it will be used.

Rating Period

- Annual rating period for all EMCP employees is from July 1 through June 30.
- Probationary Period – generally 6 months
 - Probation period need not coincide with the July 1 to June 30 rating period.
 - Recommend that the Overall Management Component be weighted heavily during the probationary period to assure possession of basic competencies.
 - Raters are encouraged to conduct a 3 month appraisal during the probationary period.

Where do you find the EMCP Performance Evaluation Manual & Forms?

Go to DHRD website

- <http://dhrd.hawaii.gov/state-hr-professionals/performance-management/emcp-performance-evaluation/>

EMCP Performance Evaluation Process

Beginning of the Rating Period

- Rater reviews Ratee's position description; formulates goals, objectives, & performance expectations.
- Rater determines if the optional Performance Objectives and Program Accomplishments Component (Forms B1, B2, B3) will be used.

EMCP Performance Evaluation Process

Beginning of the Rating Period (continued)

- Rater determines Overall Management factor weights and inputs weights on Form A.
 - Identifies and determines the priorities for each factor based on the kinds of operations and needs of the organization during the rating period.
 - Total weights for all factors should equal 100.

and

EMCP Performance Evaluation Process

Beginning of the Rating Period (continued)

- If the optional Performance Objectives Component is used, Rater inputs performance objectives and completes the *Planned* column on Forms B1, B2, and B3.
 - See Appendix A, B, C and D for guidelines, samples, and proper scoring of objectives.

EMCP Performance Evaluation Process



Beginning of the Rating Period (continued)

- Rater and Ratee review and discuss the Overall Management factors and weights, performance objectives and their potential points (if applicable), and overall performance expectations.
 - Rater and Ratee sign Form A to confirm that the weights and objectives were discussed.

EMCP Performance Evaluation Process

During the Rating Period

- Rater and Ratee should periodically meet to discuss superior performance as well as deficiencies.
- Feedback should be documented on the Discussion Notes (Form D).
- Performance objectives and weights may be modified during the rating period due to changes in circumstances and priorities. Rater and Ratee should discuss the changes prior to making them.

EMCP Performance Evaluation Process

At the End of the Rating Period

- Overall Management Component (Form C)
 - Review the factors that were selected at the beginning of the rating period.
 - Select the statements that best reflect the performance of the Ratee and enter the recommended points in the box to the right of the factor (see page 9 for a description of the ratings). The scores from Form C will automatically populate Form A and calculate the weighted score.

EMCP Performance Evaluation Process

At the End of the Rating Period (continued)

- If the Performance Objective Component is utilized,
 - The Rater should evaluate the Ratee's accomplishments (see page 13 & 14); and Complete the *Accomplished* column on Forms B1, B2, B3 (see Appendix C, section C).
 - Enter the final score for the objectives on the Form B Summary sheet.
- The overall Final Score will be calculated automatically on Form A. Check the appropriate box in the Overall Rating section.

EMCP Performance Evaluation Process



At the End of the Rating Period (continued)

- Rater and Ratee discuss evaluation, both sign Form A, and submit to the Appointing Authority.
- If the Ratee disagrees with the evaluation, Rater documents on the *Discussion Notes (Form D)*, Ratee completes *EMCP Employee Statement of Disagreement (Form E)* and attaches to Form A (see page 15).

Handling Substandard Performance

- Ratee needs to be informed of deficiencies as early as possible.
- If substandard performance continues a “Notice to Improve Performance” should be issued (page 17).
- Refer to the Performance Appraisal System (PAS) Supervisory Manual for guidance on how to handle substandard performance.

EMCP Variable Pay



- Act 253, SLH 2000, the Civil Service Reform Act, provided new directions and greater flexibility in pay for Excluded Managers—specifically acknowledged variable pay related to performance;
- Implementation of the Variable Pay Program is limited or fixed by the authority of the chief executive of the respective jurisdictions (i.e. Governor for the Executive Branch);
- Variable Pay program will be authorized via executive order (page 18);
- An EMCP employee who received an overall evaluation of “Exceptional” on their annual performance evaluation was entitled to receive a bonus in FY 2008-2009.

Appeals

- Merit increase and/or the size of the increase is not appealable (page 20);
- EMCP Performance Evaluation Ratings are not normally appealable to an external body such as the Merit Appeals Board (page 17);
- Adverse actions, such as discharge, involuntary demotion, involuntary transfer, and suspension from an unsatisfactory rating are appealable to the MAB (Appendix G).

Frequently Asked Questions

- Questions and Answers to Frequently asked questions may be found in Appendix F of the Manual.

Further Questions

- If you have further questions regarding the EMCP Performance Evaluation, contact your Departmental Personnel Office.