



Policy 1.40, Performance Management

APPLICATION	Full-time, quasi full-time, and part-time classified employees who are non-probationary in Executive Branch agencies.
PURPOSE	It is the policy of the Commonwealth of Virginia to provide for the establishment and communication of employees' position descriptions, performance plans and procedures for evaluating employees' performance and used for determining, in whole or in part, various personnel actions such as salary actions, transfers, promotions, demotions, etc.
AUTHORITY & INTERPRETATION	Title 2.2 of the Code of Virginia The Director of the Department of Human Resource Management (DHRM) is responsible for official interpretation of this policy, in accordance with §2.2-1201 of the Code of Virginia. DHRM reserves the right to revise or eliminate this policy.
CODE OF VIRGINIA	None

POLICY HISTORY

EFFECTIVE DATE	DESCRIPTION
04/01/2001	Original publication of policy.
08/01/2001	Revised.
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8/22/2025	Revised.

TABLE OF CONTENTS

TABLE OF CONTENTS	1
Responsibilities	2
Performance Rating Structure	4
Performance Cycle	4
Employee Performance Profiles	6
Feedback During the Performance Cycle	9
General Provisions	9
Application	9
Personnel Changes	11
Conducting Annual Performance Evaluation	12
Appeals	13



Retention of Performance Forms	14
Glossary.....	15

Responsibilities

General Provisions	Application
Agency Responsibilities	• Inform and train agency managers and supervisors on the timeline, process, principles, procedures and best practices for effective performance management. • Communicate the performance management timeline and process to all agency employees. • Provide an accurate and up to date Employee Performance Profile (EPP) which includes the Position Description and performance objectives for all classified employees. • Incorporate the Commonwealth's standard competencies into the Performance Evaluations. • Require that position descriptions are updated annually within 30 calendar days of the beginning of the performance cycle or the employment date for new hires, rehires or transfers/promotions and demotions. • Ensure that managers and supervisors coach, counsel and provide ongoing feedback to employees on their completion of performance objectives. • Require managers and supervisors to address unsatisfactory performance progressively as it occurs, and employees are made aware of these concerns through coaching, verbal and written counseling, or Performance Improvement Plans. • Ensure annual performance evaluations are conducted for employees at the conclusion of the performance cycle. • Establish expectations for supervisors and managers for their administration of the performance management process as reflected in their performance plans and evaluations. • Provide training to supervisors on the Performance Planning and Evaluation process and Best Practices on Managing Performance.
Supervisors and Managers' Responsibilities	• Communicate and establish position descriptions that highlight the essential job duties and responsibilities of the position to include job duties and special projects or assignments in accordance with this policy. • Develop and formally communicate annual performance objectives, that will measure the quality and/or quantity of work performed, the time frame to complete the work and the resources or procedures used.



	• Partner with the Agency's Office of Human Resources to review the position description's role classification and ensure work distribution is aligned with the agency's strategic goals. • Provide ongoing feedback to employees on whether they are meeting or not meeting the established performance objectives and competencies. Document this feedback in the performance management system and provide it to the employee. • Conduct Interim Evaluations as needed and discuss with the employee. • Develop and implement performance improvement plans (PIP) for employees who are failing to meet their assigned performance objectives and competencies. • Participate in agency training on the Performance Planning and Evaluation process and Best Practices on Managing Performance.
Reviewers' Responsibilities	• The Reviewer is the supervisor of an employee's immediate supervisor. Reviewers also respond to employees' requests to appeal their annual performance evaluation. • Employees that report to the Agency Head will not have a Reviewer. • Ensure subordinate supervisors are trained on the Performance Planning and Evaluation process and best practices on managing performance. • If the Reviewer does not agree with the evaluation or identifies additional considerations, the Reviewer should discuss these points with the Supervisor. The Reviewer has the authority to change the employee's evaluation, position description and the performance objectives. • If a Reviewer is unable to review the performance documents, the next higher level of agency management must conduct the review. • Appeal responses must occur within the timeframes identified in this policy.
Employee Responsibilities	• Review and acknowledge receipt of their Employee Performance Profile and performance evaluations when presented. • Perform assigned duties and responsibilities with the highest degree of public trust. • Devote full effort to job responsibilities during work hours. • Fully participate in job-related training opportunities and make every effort to meet or exceed their performance expectations. • Report circumstances or concerns that may affect satisfactory work performance to management. • Work cooperatively to achieve work unit and agency goals and objectives. • Complete the self-evaluation in the performance management system.



Performance Rating Structure

General Provisions	Application
Performance Ratings	Employees will be provided one of five performance ratings on both Interim and Annual Performance Evaluations for each performance objective and competency resulting in an overall rating of: • Unsuccessful – the employee did not meet the expectations of the performance objective and competency. • Partially Successful – the employee occasionally met the expectations of the performance objective and competency but was not consistent and at times did not meet the expectations. • Successful – the employee consistently met the expectations of the performance objective and competency. • Highly Successful – the employee exceeded the expectations of the performance objective and competency some of the time. • Extraordinary – the employee consistently exceeded the expectations of the performance objective and competency. The employees overall rating will consist of 80% Performance Objectives and 20% Competencies.

Performance Cycle

General Provisions	Application
Performance Cycle	• Unless otherwise approved by DHRM, the Commonwealth's standard performance cycle is January 1st through December 31st.
Performance Cycle Phases	Important Phases within the Performance Cycle include: Planning Phase:



	• Develop or update the Position Description in the performance management system. Seek suggestions from non-probationary employees for noting changes to duties/responsibilities. • Obtain the Reviewer's approval prior to providing the position description and performance plan to the employee. • Meet with the Employee to review and discuss. Observing, Documenting and Communicating Phase (Ongoing Feedback): • Observe and document Employee's performance results. • Coach, counsel and provide ongoing feedback within the Performance Management System. • Complete and review Interim Evaluation(s) with the employee. • Address unsatisfactory performance by implementing Performance Improvement Plans in accordance with the procedures outlined in this policy. Self-Evaluations Phase: • Employees are required to complete annual self-evaluations within 14 calendar days as directed by the agencies Human Resources department. Self-Evaluations will be completed prior to the supervisor's annual evaluation of the employee. Evaluating Performance Phase • Identify all performance documentation to be used to prepare the annual performance evaluation and the respective rating. • Draft the performance evaluation and submit it to the Reviewer for approval. ○ Supervisors must review comments and ratings from the employee's self-evaluation and should consider the employee's ratings and comments as they're completing the supervisor evaluation. Supervisors are not required to use the employee's ratings and comments. • Provide the employee with the annual evaluation to review prior to the performance evaluation meeting. • Meet with the employee to discuss the performance review. • Consider the employee's perspective or suggestions and make changes to the evaluation as appropriate. Be sure to involve the Reviewer. • If the evaluation rating is appealed to the Reviewer, meet, discuss and make changes to the evaluation as directed. • Following the evaluating performance phase, the planning phase resumes.
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Schedule for Completing Evaluations	• Non-Probationary Employees should have performance evaluations completed by February 1. • Employees who are on extended leave will have their performance evaluations completed upon their return.
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Employee Performance Profiles (EPP)

General Provisions	Application
Employee Performance Profiles	• The Employee Performance Profile consists of the Position Description, Performance Objectives, Competencies, and Development Plan. • Following the reviewer's approval, the Employee Performance Profile is presented to the employee for acknowledgment.
Position Descriptions	• Agency managers and supervisors must develop and maintain a Position Description containing the employee's job duties and responsibilities and the related expectations. • Duties and responsibilities must be used to assign a position to the proper role classification and pay band, determine the Fair Labor Standards Act (FLSA) status and provide the basis for evaluating performance. Additional position criteria include: ○ Position number ○ Working title ○ Supervisor & the supervisor's position number ○ Standard Occupational Code ○ Physical/mental/cognitive requirements ○ Purpose of the position ○ Minimum Knowledge, Skills and Abilities needed to perform the job • Supervisors may seek an employee's feedback on the position description but are not required to implement the employee's feedback. Ultimately, it is management's responsibility to develop and implement position descriptions.



General Provisions	Application
	• The position description is not intended to fully describe the tools, resources or methods used to accomplish work. Workplace procedures may change without requiring revisions to individual position descriptions. • If responsibilities include project-based assignments or special assignments, supervisors may develop a responsibility statement indicating the general nature of the projects and measures noting that the project must be completed in accordance with the project objectives, standards, and timelines established and communicated at the time of assignment. The supervisor must review and discuss the position description with employees in a timely manner: ○ Reviews and discussions of the position description must be held within 30 calendar days of the beginning of the performance cycle. ○ New Hires, Rehires and transitions to new positions should also prompt a review and discussion of the position description within 30 calendar days of the date the employee assumed the position. • Changes to the position description during the performance cycle may include special assignments or modifications to special assignments. If, however, it is necessary to change one or more of the assigned job responsibilities, the reviewer must approve the change(s), and the employee must be informed of the changes. ○ Changes that should be noted on the position description include assignments performed for more than 30 workdays.
Performance Objectives	• Performance Objectives establish expectations for a specific result that contributes to the success of the agency. Employees are expected to accomplish the assigned performance objectives during the performance cycle. • There must be a minimum of three performance objectives up to a maximum of five for the performance cycle. • Each Performance Objective should include criteria that is inclusive of the S.M.A.R.T. method (Specific, Measurable, Achievable, Relevant and Time-Bound.)



General Provisions	Application
	• Supervisors must assign a weight to each performance objective that results in a total of 80%. • Employees achievement of their assigned performance objectives will apply towards 80% of employees' overall annual performance rating.
Standard Competencies	• Problem Solving, Judgment, Planning and Organization ○ Identifies workplace challenges, works to resolve them and takes responsibility for decisions. Understands the Commonwealth's purpose and mission. Plans, organizes, manages time and works in support of the Commonwealth's mission, vision, and values. • Citizen and Customer Interaction ○ Responds appropriately to the needs of internal and external customers. • Teamwork and Building Relationships ○ Collaborates and cooperates to get the job done. Initiates and cultivates business relationships with stakeholders. Develops and maintains positive relationships. • Coaching and Communication ○ Coaches others to succeed and is receptive to coaching from others. Proactively assesses strengths and developmental needs. Gives timely and specific feedback to others. Exchanges ideas and opinions. Provides and receives information or feedback. Each competency will be weighted at 5% of the overall rating score for annual performance evaluations.



Feedback During the Performance Cycle

General Provisions	Application
Performance Feedback	- Supervisors are responsible for documenting employees' performance and providing feedback periodically throughout the performance cycle. Feedback may be informal or formal. - Informal feedback includes verbal coaching or counseling provided by the supervisor to the employee. - Documented formal feedback includes notes, memos, or interim evaluations recorded in the performance management system and available to the employee. - Formal feedback must include supporting narrative necessary to clarify the performance deficiencies.
Interim Evaluations	Employees may receive interim evaluations at any point during the performance cycle. The reviewer's approval is optional on interim evaluations.
Identifying and Addressing Unsatisfactory Performance	- Supervisors are responsible for addressing known unsatisfactory performance on any of the performance objectives and the competencies established for the position. - First-time minor or marginal performance issues are best addressed through counseling and coaching that is documented and retained in the supervisor's file or the performance management system. - More serious or repeat performance issues may be addressed through the development of a Performance Improvement Plan. - Supervisors and Managers must partner with their Agency's Office of Human Resources regarding performance issues and Performance Improvement Plans. - Contingent upon the severity of the performance consequences to the agency or other employees, and/or the employee's failure to improve their performance while participating in the PIP, employees may also be issued a Group Notice according to Policy 1.60, Standards of Conduct. The level of the Group Notice must be determined by the severity or significance of the performance issues



General Provisions	Application
	and their impact upon business operations, other employees or stakeholders.
Performance Improvement Plan (PIP)	• The Performance Improvement Plan (PIP) must include details of the employee's job responsibilities that are not being met, a plan for improving the employee's performance and a statement explaining the consequences if performance is not met during or at the end of the PIP. • The PIP should be for a period of no more than 90 calendar days. • The PIP must be developed by the supervisor in collaboration with the Agency's Office of Human Resources and presented to the employee. • Supervisors must schedule periodic meetings to coach, counsel and provide feedback to the employee during the duration of the PIP. • The employee's failure to improve their performance during or prior to the conclusion of the PIP may result in disciplinary action up to and including termination in accordance with the DHRM Policy 1.60, Standards of Conduct. • Disciplinary actions may range from Written Notices, Performance Demotions, Suspensions or Termination.
Effect of Performance Improvement Plan and/ or Written Notice forms on Annual Performance Evaluation	• An employee cannot be rated "Unsuccessful" on the annual evaluation unless the employee has received: ○ A Performance Improvement Plan; or ○ A Written Notice for any reason as defined in Policy 1.60, Standards of Conduct during the performance cycle. Receipt of a Performance Improvement Plan or a Written Notice does not require that an employee be rated "Unsuccessful." Rather, it allows an "Unsuccessful" rating if the employee's overall performance supports an "Unsuccessful" rating. NOTE: If a Written Notice or a Performance Improvement Plan is used to support a rating of "Unsuccessful", and the Written Notice or PIP is subsequently removed pursuant to the



General Provisions	Application
	Grievance Procedure the Performance Evaluation must be modified accordingly.

Personnel Changes

General Provisions	Application
Changes to Supervisor	• If the employee's supervisor leaves their position during an employee's performance cycle, the departing supervisor should enter comments and ratings for performance objectives and competencies in the employee's performance review in the performance management system. • If a new supervisor has been assigned during the performance cycle, then the new supervisor should review the performance objectives, make necessary modifications, and develop their assessment with the consideration of the former supervisor's comments and ratings. • The new supervisor is responsible for completing the official performance evaluation. In some cases, however, the reviewer may need to assist the supervisor in completing the evaluation. More Than One Supervisor An employee who is working for two (2) or more supervisors at the same time should be evaluated by only one of the supervisors, with input from the other supervisor(s). Only the evaluating supervisor should complete the evaluation.
Employee Changes	If, after six (6) months into the performance cycle, an employee transfers, is promoted or demoted into a new position with a different supervisor, within an agency or between state agencies, then the supervisor should provide feedback including the rating in the Comments box for performance objectives and competencies prior to the employee's departure from the



General Provisions	Application
	position. The new supervisor will have access to the comments and ratings provided in the review.

Conducting Annual Performance Evaluation

General Provisions	Application
Impact of Leave on the Annual Performance Rating	• Annual performance evaluations should reflect the employee's performance results for the entire performance cycle. • The following types of leave must not be used to negatively impact the employee's overall performance rating: overtime, compensatory, on-call, workers' compensation, military, Family and Medical Leave, Short-term Disability, and Long-term Disability-Working status under the VSDP program.
Gathering Information	• Supervisors should identify and review all the potential sources of evaluation information including observable employee behaviors. • In addition to the observations of the immediate supervisor, performance evaluation information can come from other sources, including the employee, peers, customers, subordinates, supervisors, and work products. If agencies use performance information from individuals other than the employee's immediate supervisor to develop the employee's annual evaluation, employees should be informed of the sources.
Self-Evaluation	• Each employee must complete an assessment of their job performance for the performance cycle via the Performance Management System. • Employees must be provided up to 14 calendar days to complete the self-evaluation prior to the supervisor completing the annual evaluation.



General Provisions	Application
	• The self-evaluation must include ratings and comments for the performance objectives and competences. • A supervisor must review and should consider the self-evaluation when completing the employee's performance evaluation. However, the supervisor is not required to include the self-evaluation's comments and ratings in their evaluation of the employee.
Reviewer's Role	• The reviewer must review the performance evaluation before it is presented to the employee. • If the reviewer does not agree with the evaluation, the reviewer should discuss the disagreements with the supervisor. • The reviewer has the authority to change the employee's evaluation. • If the reviewer is unable to review an employee's evaluation, the next higher level of management should conduct the review.

Appeals

General Provisions	Application
Meeting with Employee to Discuss the Annual Evaluation	• Supervisors must provide employees with access to their completed performance evaluation via the performance management system. • Supervisors and employees must meet virtually or in-person to discuss the annual performance evaluation and review developmental needs for the upcoming performance cycle.
Appeal process	• If an employee disagrees with an evaluation and cannot resolve the disagreement with the supervisor, the employee may appeal to the reviewer for another review of the evaluation. • The appeals process must be communicated to agency employees.



General Provisions	Application
	• The appeal process requires the appeal to be made in writing to the reviewer within 10 workdays of the initial performance meeting.
Reviewer's Action on Appeals	• The reviewer should discuss an employee's appeal with the supervisor and employee. The reviewer should provide the employee with a written response within five (5) workdays of receiving it. • The Reviewer's response should indicate one of the following: ○ the reviewer agrees with the evaluation ○ the supervisor will revise the evaluation ○ the supervisor will complete a new evaluation ○ the reviewer will revise the evaluation; or ○ the reviewer will complete a new evaluation.

Retention of Performance Forms

General Provisions	Application
Retention of Documents	Retention of performance documents must comply with the Library of Virginia's Retention Schedule.
Completed Evaluation Forms	• Evaluation forms, including interim evaluations, annual evaluations and performance improvement plans, are official personnel documents and must be retained in employees' official personnel files or the performance management electronic system. • If a Performance Improvement Plan is used to support the overall rating of Unsuccessful, then the PIP becomes part of the official personnel file. Otherwise, the PIP is only maintained in the performance management electronic system.



Glossary

Duties and Responsibilities	Job duties and responsibilities that are primary and essential to the type of work performed by an employee and normally remain relatively consistent during the performance cycle.
Employee Performance Profile	The key portion of the evaluation instrument that identifies the job duties, special projects, and performance objectives to indicate required achievement levels during and at the end of the performance cycle.
Interim Performance Evaluation	A performance evaluation completed during the performance cycle to document and assess an employee's progress toward achieving desired performance expectations. Interim Performance Evaluations are not considered official documents.
Optional Agency/ Unit Objectives, Core Values and Core Competencies	At the agency's discretion, additional performance evaluation factors that often represent the behaviors, objectives and competencies that the organization values when employees are performing their work may be used to evaluate employees.
Performance Demotion	Action taken for an employee who received an overall annual performance evaluation of "Unsuccessful" or whose performance during an assigned performance improvement plan has not improved. <u>Employees who are demoted for performance reasons must have their salaries decreased by a minimum of 5%.</u> With this performance related salary action, an employee may be: 1. Placed in a lower-level position within the same pay band; or 2. Placed in a position in a lower pay band.
Performance Improvement Plan	A Performance Improvement Plan (PIP) completed by the employee's supervisor during the performance cycle to document substandard performance and the need to improve performance.
Performance Objectives	A performance objective is a specific result that contributes to the success of the unit or organization and that an employee is expected to accomplish or produce during the performance rating cycle. Note: Performance Objectives are



related to the job duties, but they are not duplicative. Performance objectives describe major duties, assignments and objectives in terms of complexity, accountability and results, and should be specific, measurable, attainable and relevant.

Reviewer

The supervisor of an employee's immediate supervisor, or another person designated within the chain of command to review an employee's work description, performance plan, performance rating and who responds to appeals of performance ratings.