1. **PURPOSE**

The purpose of the Performance Management process is to

help managers and employees recognize and align work performance with their personal and departmental goals with the company’s goals and harmoniously work to increase overall productivity and profitability.

* 1. The goal of the performance management process is to create a uniformed output that would allow Human Resources (HR) staff to:
     1. Provide employee and the supervisor clarity about the employee’s goals, required outcomes or outputs, and how the success of the contributions will be assessed
     2. Help employees accomplish both personal development and organizational goals.
     3. Provide legal, ethical, and visible evidence that employees were actively involved in understanding the requirements of their jobs and their performance.
     4. Compare an employee’s performance with the performance of other employees.
     5. Provide evidence of non-discriminatory promotion, pay, and recognition processes.

1. **INPUTS and ENTRY CRITERIA**
   1. Organizational and Departmental Goals established by J3 for a specific year and related to developing and maintaining employees, enhancing work performance, and promoting employee engagement.
   2. Results of the last performance evaluation for a particular employee.
   3. Written documentation pertinent to a particular employee and maintained by HR (e.g., JD, write-ups for non-performance, justification for additional training, etc.
   4. This process can be found on the company’s SharePoint site for reference as needed - [Human Resources - Process - All Documents (sharepoint.com)](https://j3llc.sharepoint.com/hr/Shared%20Documents/Forms/AllItems.aspx?id=%2Fhr%2FShared%20Documents%2FHR%20Processes%2FTermination%2FProcess&viewid=293470fe%2D4522%2D4f16%2D876d%2D58545a639afd).
2. **ACTIVITIES**
   1. The HR department controls the company’s Performance Management System activities. Each year, the HR Department Head reviews the company’s e System – existing performance management system and supporting templates and guidelines used the previous year, to determine the need for improvement or if additional instructions are required. The HR Department Head reminds other functional and program/project managers of the process, instructions, deadlines, and timeline for the performance evaluation cycle. Employees and managers are required to complete each phase of the performance management cycle.
      1. 90-Day Performance Evaluation. By the three-month period of work, managers assess whether a new hire has successfully acclimated to the company or whether they may not be the right fit for the position. The manager is encouraged to meet with new employees after the first 90 days of employment to:
         1. Seek insight and feedback from the new hire. During the managers should encourage new hires to discuss their understanding of their roles and responsibilities, acclimation to the company, and to ask questions needed to support and improve their continued employment.
         2. Provide work performance feedback. If there are any areas where an employee is having trouble, managers are encouraged to provide constructive criticism to help identify the issue and potential solutions. Prior to the meetings, managers should seek counsel from HR to ensure effective feedback and compliance.
      2. Annual Performance Evaluation. To-date, J3’s Annual Evaluation process is executed in four phases:
      3. *Phase I: Establish Performance Goals.* Using the results created from the performance goals and results activities from the previous year and the corporate Goals, managers meet with their staff to compare results, discuss work performance, identify training needs and goals, and establish programmatic goals and timelines for the upcoming year.
      4. *Phase II: Conduct Mid-Year Performance Review.* Six months into the year, managers meet with staff to assess the performance goals established in Phase I. When areas for improvement have been identified, the manager works with their employee to create a Development Action Plan (DAP) and establishes deadlines for completion.
         1. Follow up activities occur to determine if further action is warranted.
         2. In severe cases, managers seek HR’s advice and input, create a Performance Improvement Plan (PIP) and discuss consequences with the employee.
            1. Managers complete and submit the PIP forms to HR.
            2. Managers and HR closely monitor the progress of the PIP to determine if further action is required.
      5. *Phase III: Employees and Managers Self-Evaluation.* Employees and managers create a self-assessment of their own work performance to compare with the one created by their manager. During this phase, employees and managers are encouraged to rate their work performance, documenting information to support the rating, including dates, task assignments, projects, and outcomes, including accomplishments and self-identified opportunities for improvement.
      6. *Phase IV: Manager’s Employee Evaluation and Meeting*. Prior to performance evaluation meetings with their employees, managers use the goals established in Phase I to
         1. Rate and document their employee(s)’ current work performance.
         2. Highlight the commendations and recognitions received throughout the year.
         3. Document strengths used to help achieve the goals.
         4. Assess their work performance using key performance indicators (KPIs) that focus on the company’s core values and behaviors
         5. Create a DAP to address areas of improvement, if needed.
   2. The HR Department Head maintains and stores performance appraisal results and plans in a confidential database.
   3. Employee performance appraisals are available to the employee, their direct supervisor, the division head, if applicable.
   4. The HR Department Head provides all trainings, work instructions, and support associated with performance appraisal activities and expectations. Work instructions will be maintained within D.
3. **ROLES**

| **Stakeholder** | **Process** | **Role** |
| --- | --- | --- |
| HR Department Lead/J3 Executive | Oversee, Develop, Implement, Inform, Control, Maintain, Update, and Improve this procedure and inputs/outputs. | * Maintain primary decision-making authority, approve access to document storage, finalize and improve activities related to this process. * Direct staff activities as related to these process and procedures. * Ensure adherence to the activities related to these procedures. * Report progress, issues, and risks to the assigned Executive as it relates to the procedures outlined in this process. |
| HR Generalist | Develop, Implement, Inform, Control, Maintain, Update, and Improve this process’ and inputs/outputs | * Serve as back up to the HR Department Heads efforts if the role exists. * Assume all responsibilities outlined in this process. * Maintain, monitor, and input information into the electronic database. * Ensure managers adherence to the activities related to this process. * Report progress issues, and risks to the HR Department Head. |
| Department/Project Manager or Designee | Develop, inform, educate, and update this procedure’s outputs.  Adhere to this procedure.  Recommend process workflow improvements | * Use the tools provided by HR to recruit and select the best qualified candidate. * Inform and educate designated stakeholders of this process and their role. |
| Employee | Adherence and provision | * Adherence to the process by providing requested information. |

1. **MEASURES**

* Number of employees demonstrating Unacceptable work performance
* Number of employees needing training to improve work performance
* Number of employees placed on PIPs
* Number of employees demonstrating the Exceeds Expectations, and Outstanding work performance, considered as high performing.
* Number of employees eligible for a promotion

1. **VERIFICATION STEPS**
   1. The HR department will document and monitor draft submission compliance to determine the need for an overall or “as per” training.
   2. Annually, the HR department head reviews current procedures and forms to ensure they are aligned with industry standards.
   3. Throughout the year the staff will discuss recruitment and selection procedures and forms during departmental meetings. Meeting attendants will share findings, progress, issues and risks, and solutions to allow continued improvement and revisions when necessary. Also, throughout the year, the HR department head will report status to the company’s executives to ensure alignment with company goals.
2. **OUTPUTS AND EXIT CRITERIA**
   1. Use of Timesheets
   2. Information uploaded into the company’s HRIS
   3. New Hire Paid in the respective pay cycle
3. **REFERENCES**

None

**9.0 APPENDICES**

None