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<b>Performance Management Process</b>	<b>ACA Standards: 2-CO-1C-01, 2-CO-1C-21, 5-ACI-1C-17, 4-ACRS-7B-06, 4-APPFS-3D-17, 4-APPFS-3D-18</b>		
<b>Steven Harpe, Director Oklahoma Department of Corrections</b>		<b>Signature on File</b>	

## Performance Review Process

The following procedure is established to ensure that the performance of each state employee is evaluated in accordance with the performance evaluation system established under the provisions of 74 O.S. § 840-4.17. and Civil Service and Human Capital Modernization Rules 260:130-21-30 Written policy, procedure, and practice provide for an annual written performance review of each employee. The review is based on defined criteria, and the results are discussed with the employee. (2-CO-1C-01, 5-ACI-1C-17, 4-ACRS-7B-06, 4-APPFS-3D-17)

- I. Components of the Performance Review (5-ACI-1C-17, 4-ACRS-7B-06, 4-APPFS-3D-17)
  - A. The Performance Review process will provide for the following:
    1. An objective evaluation by the immediate supervisor of the performance of the employee within the assigned duties of the job;
    2. The evaluation will contain the date of review, and employee identification number;
    3. A mid-term interview with the immediate supervisor for the purpose of discussing the progress of the employee in meeting the

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performance criteria upon which the employee will be evaluated;

4. A final interview with the employee by the immediate supervisor to review employee rating; and
5. The opportunity for the employee to submit written comments regarding the performance evaluation.

**B. Performance Reviews in Workday**

All performance reviews will be initiated by Human Resources through Workday.

**C. Minimum Requirement for Completing Performance Review**

Each employee will be evaluated at least annually; a performance review will be initiated for new employees within one week of their start date. Evaluations will not extend beyond a 12-month period. (5-ACI-1C-17, 4-ACRS-7B-06, 4-APPFS-3D-17) Supervisors may hold as many additional meetings as they deem necessary in order to effectively manage the performance of an employee.

The immediate supervisor will hold a meeting with the employee at least three times during a 12-month evaluation period.

1. One meeting will take place at the beginning of the evaluation period in order to communicate the criteria upon which the employee will be evaluated. The employee can view the criteria in Workday.
2. One meeting will take place during the rating period for the purpose of discussing the progress of the employee in meeting the criteria upon which the employee will be evaluated.
3. One meeting will take place at the end of the review period to provide the final evaluation. The evaluation will be available for the employee to view in Workday, where the employee will have the opportunity to provide written comments.

**D. Use of Performance Reviews in Employment Decisions**

The agency may use employee evaluations of current or former state employees in decisions regarding promotions, appointments, demotions, performance pay increases, and discharges. (Civil Service Rule 260:130-21-30(d))

**E. Responsibilities for the Performance Review**

The employee, the employee's immediate supervisor and the reviewer share responsibility for ensuring that completed performance evaluations

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are an accurate and objective reflection of job performance. Performance review records will be maintained through Workday.

1. The employee is responsible for:
  - a. Participating in discussions with the immediate supervisor, which will result in a clear understanding of all accountability and behavior expectations;
  - b. Reviewing and approving the content set by their manager;
  - c. Completing self-evaluations in Workday at mid-year and year-end;
  - d. Taking responsibility for continuous performance improvement and development by requesting feedback and following-up on suggestions for improved performance and skill development;
  - e. Meeting the accountability criteria and behavior requirements listed;
  - f. Preparing for and participating in the review meeting; keeping documentation of performance and accomplishments; and making suggestions for improvement; and
  - g. Acknowledging final calibrated rating in Workday.
2. The immediate supervisor is responsible for:
  - a. Meeting in person with the employee at least three times during a 12-month evaluation period.
    - (1) One meeting will take place at the beginning of the evaluation period in order to communicate the responsibilities criteria and competencies upon which the employee will be evaluated.
    - (2) One meeting will take place during the rating period for the purpose of discussing the progress of the employee in meeting the responsibilities upon which the employee will be evaluated. This meeting is commonly referred to as the "mid-year review."
    - (3) One meeting will take place at the end of the review period to provide the final evaluation. The year-end review will be available for the employee to view in Workday, and the employee will have the opportunity

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to provide written comments.

- b. Ensuring that employees have a clear definition of job tasks, performance criteria, competencies, and of expectations related to their work; and that assigned tasks are appropriate for the employee's classification;
  - c. Setting the performance review content in Workday within 30 days of a review being initiated;
  - d. Attending scheduled calibration sessions as outlined in section III of this policy;
  - e. Providing ongoing communication and feedback regarding performance, and identifying ways in which the employee can develop and improve;
  - f. Providing the resources and information necessary for successful job performance and removing obstacles;
  - g. Meeting with employees to establish responsibilities, review progress and close out evaluations in a timely manner and in accordance with these procedures;
  - h. Documenting performance throughout the review period; and
  - i. When applicable, giving appropriate consideration to evaluations when making personnel decisions.
- 3. The reviewer (immediate supervisor's manager) is responsible for:
  - a. Reviewing the performance review in Workday after the content is set to ensure that responsibilities, criteria and competencies are appropriate and communicated clearly, and that ratings of employees by supervisors are consistent;
  - b. Reviewing and approving final calibrated ratings in Workday;
  - c. Ensuring that, when applicable, performance appraisals are given appropriate consideration in decisions regarding personnel actions; and
  - d. Ensuring that supervisors complete evaluations in accordance with established time frames.
- 4. Human Resources is responsible for:
  - a. Monitoring the completion of performance reviews to ensure compliance with all statutory and procedural requirements, to include:

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- (1) Initiating performance reviews for all employees;
  - (a) For existing employees, performance reviews will be initiated annually on April 1st.
  - (b) For new employees, performance reviews will be initiated on a weekly basis.
- (2) Records of performance reviews are maintained in the human resources management system (Workday).

## II. Completing the Performance Review

An overview of the performance review process can be viewed in the “Performance Review Process Map” ([Attachment B](#), attached).

### A. Initiating the Performance Review – Planning Phase

1. Human Resources will initiate performance reviews annually on April 1<sup>st</sup> for existing employees, and on a weekly basis for new employees.
2. The immediate supervisor will meet with the employee in order to communicate the responsibilities and competencies upon which the employee will be evaluated.
3. After receiving input from both the employee and the reviewer, the immediate supervisor will set the content for the following sections of the performance review in Workday:

#### a. Responsibilities

##### (1) Responsibilities (Job Tasks)

The immediate supervisor, employee, and reviewer will come to agreement on five to eight tasks which accurately describe the employee's job and are consistent with the employee's job descriptor. If an agreement cannot be reached, the reviewer will determine the evaluated responsibilities.

##### (2) Weighting

All responsibilities will be weighted depending on the amount of time needed to complete the task, the impact of the task on attaining agency goals or objectives, the impact of the work on others, the consequences of making errors, or any legal requirements attached to

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the task. The cumulative weightings of all responsibilities must add up to 100 percent.

(3) Performance Management Responsibility for Supervisors

All performance reviews for supervisors will include a standard responsibility for completing the performance reviews for their subordinates.

b. Competencies

(1) Competencies

Competencies will be automatically generated in Workday based on each employee's assigned job profile. The supervisor is responsible for reviewing the assigned competencies with the employee and ensuring the employee has an understanding of them. Examples of competencies which may be assigned are as follows:

- (a) Problem Solving
- (b) Interpersonal Relationships
- (c) Customer Service
- (d) Continuous Learning
- (e) Communication
- (f) Prioritization

(2) Weighting

Each employee will have six competencies. The supervisor is responsible for assigning each competency a weighting based on the amount of time dedicated to the competency, the impact of the competency on attaining agency goals or objectives, the impact of the competency on others, the consequences of making errors, or any legal requirements attached to the competency. The cumulative rating of all competencies must add up to 100 percent.

c. Review and Approval

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The employee and reviewer will each review and approve the content set by the manager.

**B. Mid-Year Review – Coaching Phase**

The mid-year review will be completed in Workday. For mid-year reviews, only the employee's overall performance will be rated. The overall performance will be given one of the following ratings, as defined in the "Calibration Helpsheet" ([Attachment C](#), attached):

1. Ratings
  - a. Achieved Outstanding Results
  - b. Achieved More Than Expected Results
  - c. Achieved Expected Results
  - d. Partially Achieved Expected Results
  - e. Expected Results Not Achieved
2. The employee will complete the mid-year self-evaluation in Workday.
3. Once the employee has completed the self-evaluation, the manager will complete the employee's mid-year evaluation in Workday.
4. The manager will attend designated calibration sessions.
5. If the employee's rating was changed during calibration, the manager will make updates in Workday as required.
6. The reviewer will review and approve the calibrated mid-year rating in Workday.
7. Human resources will review and approve the calibrated mid-year rating in Workday.
8. The immediate supervisor will meet with the employee to discuss the mid-year evaluation. (4-APPFS-3D-18) During this meeting, the employee and supervisor will:
  - a. Assess progress made toward performance objectives;
  - b. Identify barriers preventing the employee from accomplishing performance objectives;
  - c. Share feedback on progress relative to the performance objectives;

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- d. Identify changes in the work plan that may be required; and
- e. Determine if any extra support is required from the immediate supervisor or others to assist the employee in achieving the performance objectives.

C. Year-End Review – Reviewing Phase

The year-end review will be completed in Workday. For year-end reviews, each responsibility and competency will be rated, with the option to enter a comment for each responsibility or competency. Workday will then automatically calculate the overall rating based on the ratings given. Each responsibility and competency will be given one of the following ratings, as defined in the “Calibration Helpsheets” ([Attachment C](#), attached):

1. Ratings
  - a. Achieved Outstanding Results
  - b. Achieved More Than Expected Results
  - c. Achieved Expected Results
  - d. Partially Achieved Expected Results
  - e. Expected Results Not Achieved
2. The employee will complete the year-end self-evaluation in Workday, which will consist of:
  - a. Providing a rating for each responsibility;
  - b. Providing a rating for each competency;
  - c. Optionally, providing a comment on each rated responsibility and competency;
  - d. Optionally, uploading supporting documentation to justify the ratings given; and,
  - e. Optionally, reviewing and/or adding goals.
3. The manager will complete the “Assess Potential” task in Workday. This task is not part of the performance review; it is for workforce planning purposes only.
4. The manager will complete the year-end performance review, which will consist of:



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- a. Providing a rating for each responsibility;
  - b. Providing a rating for each competency;
  - c. Providing a comment on each rated responsibility and competency (this step is required for managers);
  - d. Optionally, uploading supporting documentation to justify the ratings given; and,
  - e. Optionally, reviewing and/or adding goals.
5. The manager will attend all designated calibration sessions.
  - a. If the employee's rating was changed during calibration, the manager will make updates in Workday as required.
6. The reviewer will review and approve the calibrated year-end rating in Workday.
7. Human resources will review and approve the calibrated year-end rating in Workday.
8. The finalized performance review will be sent back to the manager, with a reminder to schedule a meeting with the employee.
9. The manager will meet with the employee to discuss the year-end performance review. During this meeting, the employee and supervisor will:
  - a. Discuss the outcomes of performance objectives;
  - b. Discuss any barriers which prevented the employee from achieving performance objectives and/or which prevented the employee from achieving a higher performance rating;
  - c. Share feedback on the outcomes of performance objectives;
  - d. Identify changes in the work plan that may be required; and
  - e. Determine if any extra support is required from the immediate supervisor or others to assist the employee in achieving the performance objectives in the next rating period.
10. The supervisor will mark the Workday inbox item entitled "Schedule Final Evaluation Meeting with Employee" as complete, sending the performance review back to the employee.

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11. The employee will acknowledge in Workday that they have received and discussed the performance review with their manager and may enter a comment, if desired.
12. The manager will acknowledge in Workday that they have approved this review and discussed it with the employee and may enter a comment, if desired.

D. Closing the Evaluation Period for Employees on Extended Leave

1. Every effort will be made to ensure that one performance review is completed during every rating period.
  - a. When an employee is absent from work for more than three months of the six-month mid-year review period, the employee will not receive a mid-year rating. Human resources will be responsible for cancelling any initiated mid-year reviews in Workday and entering comments explaining the cancellation.
  - b. When an employee is absent from work for more than six months in the 12-month evaluation period, the immediate supervisor will complete a performance review for the review period with each responsibility rated as "not rated." The supervisor will enter a comment for each responsibility which states the employee has been absent for more than six months of the rating period. The employee's acknowledgement will not be required on the performance review; Human resources will be responsible for manually moving the performance review forward in Workday for the supervisor's signature. The performance review will be maintained in Workday and will be available for the employee to review upon their return to work, or will be provided to them upon their request.

E. Distribution

All performance reviews will be maintained in Workday.

III. Calibration

Calibration is a process used to ensure all supervisors are employing uniform ratings on performance reviews across the organization. It clarifies performance standards and improves the accuracy of performance ratings.

A. Calibration Schedule

Calibration may be held at the mid-year and/or year-end points of the review period, as determined by Human Capital Management. Human resources

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will coordinate the calibration schedule based on location and management level.

B. Attendance

Attendance is mandatory for supervisors at all calibration sessions as assigned.

1. Supervisors are responsible for arriving at calibration prepared to discuss their employees' ratings. Supervisors may bring documentation to justify their ratings, including, but not limited to:
  - a. Supervisor notes
  - b. Meeting notes
  - c. E-mails/messages
  - d. Letters of concern and/or progressive discipline

C. Process

The process for calibration will be as follows:

1. An HCM representative will be responsible for facilitating a collaborative discussion with the supervisor and the supervisor's peers. The room will discuss each employee's rating, and the supervisor will provide reasoning for the rating given.
  - a. The purpose of the conversation is to align the employee's actions and behaviors with the rating definitions, ensuring consistency and bias-free ratings.
2. Supervisors will attend calibration as assigned, and will adhere to all ground rules, as outlined below:
  - a. Confidentiality – Participants must agree to maintain complete confidentiality to ensure information can be shared freely. Any breach of confidentiality is a violation of [OP-110215](#) entitled "Rules Concerning the Individual Conduct of Employees" Section IX. A., and will result in disciplinary action being taken in accordance with [OP-110415](#) entitled "Progressive Disciplinary Procedures", up to and including termination.
  - b. Respect – Feedback should be constructive and factual. Supervisors should be open and receptive to feedback given. Additionally, supervisors should keep in mind that feedback should be exchanged throughout the year and not saved for calibration. Like a performance review, calibration should not

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be the time to unveil surprise issues.

- c. Trust – Supervisors should accept feedback, and trust that it is given with positive intent for the purpose of clarifying performance standards and expectations.
  - d. Avoid Rater Bias – Rater bias is an error in judgement that occurs when a person allows their pre-formed biases to impact the evaluation. Fair performance evaluations require supervisors to be aware of and set aside any biases they may have.
  - e. Final Rating – The supervisor and peers must come to an agreement on an employee’s rating. If an agreement cannot be reached, the employee’s rating will be considered not calibrated. Any ratings not calibrated will be reviewed in a separate meeting with the agency director or designee.
3. The agency director will review and approve all calibrated ratings, to include any ratings designated as “not calibrated.”

#### IV. References

OP-110215 entitled “Rules Concerning the Individual Conduct of Employees”

OP-110415 entitled “Progressive Disciplinary Procedures”

74 O.S. § 840-4.17

Civil Service and Human Capital Modernization Rules 260:130-21-30

#### V. Action

The administrator of Human Resources is responsible for compliance with this procedure and for the annual review and revisions.

Any exceptions to this procedure will require prior written approval from the agency director.

This procedure is effective as indicated.

Replaced: OP-110225 entitled “Performance Management Process” dated December 15, 2022

Distribution: Policy and Operations Manual  
Agency Website

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<u>Attachments</u>	<u>Title</u>	<u>Location</u>
<a href="#">Attachment B</a>	"Performance Review Process Map"	Attached
<a href="#">Attachment C</a>	"Calibration HelpSheet"	Attached