

# Administrative Procedure 217-A

## Performance Management Program

### 1. Purpose

---

- 1.1. Establishes guidelines for implementing and operating the County Performance Management program. The procedure outlines guidance on how to successfully plan, support, and evaluate employee performance in alignment with the County Performance Management program.

### 2. Scope

---

2.1. This procedure:

- 2.1.1. Requires each Agency to conduct performance planning and evaluations for all County employees to direct, track, and support employee performance and growth.
- 2.1.2. Specifies policy and procedures for the performance management process, including:
  - 2.1.2.1. Roles and responsibilities for the performance management process
  - 2.1.2.2. The process for immediate supervisors to establish performance goals in alignment with Agency and County priorities
  - 2.1.2.3. The practice of continuous feedback and communication between employees and immediate supervisors
  - 2.1.2.4. The process for employees and immediate supervisors to complete performance evaluations
  - 2.1.2.5. Resources and guidance to understand and navigate the performance management process and online system

### 3. In This Procedure

---

1.	Purpose .....	1
2.	Scope .....	1
3.	In This Procedure .....	1
4.	Authorities .....	2
5.	Coverage .....	3

6.	Key Stakeholders.....	3
7.	Definitions .....	3
8.	Policy and Background.....	5
9.	Roles and Responsibilities.....	6
10.	Performance Rating Scale.....	9
11.	Performance Management Process .....	9
12.	Probationary Employees .....	11
13.	Performance Rewards & Actions .....	11
14.	Development Plans .....	12
15.	Performance Management Online System .....	13
16.	Transfer Performance Evaluations.....	13
17.	Confidentiality .....	14
18.	Grievances .....	14
19.	Training.....	14
20.	Inquiries .....	15
21.	Attachments.....	15
22.	Effective Date of Procedure.....	15

## 4. Authorities

---

The following sources provide foundational authority for the guidelines included within this administrative procedure:

- 4.1.** Personnel Law Sections 16-102, 16-103, 16-106, 16-117, 16-129, 16-171, 16-172, 16-173, 16-182, 16-183, 16-184, 16-185, 16-194, 16-195, 16-200, 16-201
- 4.2.** Administrative Procedure 213 – Probationary Period Duration
- 4.3.** Administrative Procedure 216 – Employee Incentive Awards Program
- 4.4.** Administrative Procedure 220 – Grievance, Adverse Action and Appeals Procedure
- 4.5.** Administrative Procedure 244 – Classification and Position Audits
- 4.6.** Administrative Procedure 255 – Employee Dress and Appearance
- 4.7.** Applicable salary schedules as available and updated on the Office of Human Resources Management (OHRM) website

## 5. Coverage

---

- 5.1.** This procedure covers all general schedule, non-exempt, classified service employees in the Executive Branch.

## 6. Key Stakeholders

---

It is the responsibility of the following key stakeholders to coordinate and support the Performance Management program:

### **6.1. Office of Human Resources Management (OHRM)**

- 6.1.1. Learning, Performance, and Organizational Development (LPOD) Division
- 6.1.2. Core Human Resources (HR) Division

### **6.2. County Government Agencies**

- 6.2.1. Appointing Authorities
- 6.2.2. Agency Performance Managers
- 6.2.3. Employees and their immediate supervisors
- 6.2.4. Supervisors of immediate supervisors

## 7. Definitions

---

- 7.1. Agency Performance Manager.** Staff member in senior leadership or Human Resources role who is designated by the Appointing Authority to have administrative access to Agency employee information in the online performance management system.
- 7.2. Appointing Authority.** An Agency/Department Head or their designee.
- 7.3. Competencies.** Measurable and observable knowledge, skills, abilities, and behaviors, that define expectations for effective performance by the employee in their position and provide flexibility to respond to evolving job functions and organizational goals.
- 7.4. Continuous Feedback and Communication.** A foundational component of the performance management process where an employee receives ongoing and

actionable feedback from their supervisor and is guided in a systematic manner by openly discussing their strengths and opportunities for growth.

- 7.4.1. **Check-In.** A regular meeting between the employee and immediate supervisor to discuss the employee's achievements to date, areas of focus or improvement, and opportunities for continued development.
- 7.5. **Performance Evaluation.** Official semiannual evaluation of an employee's performance with their goals and competencies. Performance evaluations take place during the third quarter of the fiscal year and at the end of the fiscal year
  - 7.5.1. **Employee Self-Evaluation.** Optional step of the performance evaluation process that allows for the employee to formally evaluate their own performance.
  - 7.5.2. **Midpoint Performance Evaluation.** Required performance evaluation that takes place during the third quarter of the fiscal year.
  - 7.5.3. **Annual Performance Evaluation.** Required performance evaluation that takes place at the end of the fiscal year.
  - 7.5.4. **Transfer Performance Evaluation.** Required performance evaluation that takes place as part of the transfer of an employee to a different supervisor if the employee was supervised for at least 90 days by the former supervisor.
- 7.6. **Performance Goal.** A specific, measurable, achievable, relevant, and time-bound goal for the employee's work during the performance period. An effective performance goal is aligned with Agency and County priorities.
- 7.7. **Performance Management.** An ongoing systematic, efficient, and collaborative effort centered around the employee to support professional growth, ensure continuous feedback, and equitably assess and recognize employee performance and its impact on larger Agency and County priorities.
- 7.8. **Performance Management Online System.** Automated online system used for the implementation, management, and tracking of the performance management process.
- 7.9. **Performance Period.** The designated timeframe of an employee's performance that is reviewed in a performance evaluation. For current employees, the performance period is the County Government fiscal year (July 1 – June 30). For employees starting in new positions through hire, promotion, demotion, or other position changes, the performance period begins with their start date and ends at the end of the County Government fiscal year (June 30).
- 7.10. **Transfer.** Transfer means the human resources action by which an employee, while continuously employed, is moved to a vacant position at the same grade located either within the agency or in another agency. The personnel hire action results in employee

being transferred, promoted, or demoted to a different position. A transfer may also be referred to as a reassignment.

## 8. Policy and Background

---

### 8.1. Policy

It is Prince George's County, Maryland ("County") policy to:

- 8.1.1. Facilitate a performance management program with clearly outlined performance standards and expectations to equitably assess and recognize employee performance and its impact on larger Agency and County priorities.

Performance standards are outlined based on a clearly defined rating system, a consistent set of competencies, and detailed performance goals outlined by the immediate supervisor.

- 8.1.2. Support employees and immediate supervisors in the process of planning and monitoring performance goals to ensure alignment with Agency and County priorities.
- 8.1.3. Encourage the practice of continuous feedback between employees and immediate supervisors to ensure ongoing growth and development conversations.
- 8.1.4. Formally document all County employee performance evaluations every fiscal year to ensure a timely and accurate record of each employee's performance and contributions.
- 8.1.5. Equip employees and immediate supervisors with clear guidance and effective tools to support their roles and responsibilities throughout the performance management process.

### 8.2. Background. The County supports programs that:

- 8.2.1. Cultivate a culture of continuous feedback and communication among all County employees and immediate supervisors.
- 8.2.2. Support employees in planning and engaging in work that contributes to Agency and County goals.
- 8.2.3. Support the development and retention of employees within County government.
- 8.2.4. Leverage technology to streamline and add consistency to regular processes.

## 9. Roles and Responsibilities

---

**9.1. Overview of Roles and Responsibilities.** The roles and responsibilities involved in the administration and management of the Performance Management program take place across four levels in the County.

9.1.1. Level 1: Employee

9.1.2. Level 2: Immediate Supervisor

9.1.3. Level 3: Immediate Supervisor's Supervisor

9.1.4. Level 4: Agency

9.1.5. Level 5: County

**9.2. Level 1: Employee.** The employee must adhere to the following responsibilities:

9.2.1. Completes any required Performance Management training(s).

9.2.2. Collaborates with immediate supervisor on setting performance goals, responsibilities and tasks that will further the Agency's mission.

9.2.3. Performs job responsibilities to achieve set goals.

9.2.4. Develops and improves the knowledge, skills and competencies that will assist in producing successful outcomes.

**9.3. Level 2: Immediate Supervisor.** The immediate supervisor must adhere to the following responsibilities:

9.3.1. Completes any required Performance Management training(s).

9.3.2. Collaborates with employees under their supervision to clearly identify measurable goals and expectations that will support the Agency's mission and vision.

9.3.3. Regularly monitors and assesses the work activity and performance of the employees under their supervision and provide periodic guidance and feedback.

9.3.4. Conducts check-in meetings regularly to discuss milestones, accomplishments, and challenges as they occur.

- 9.3.5. Recommends and administers appropriate disciplinary actions in accordance with Personnel Law, policies, and procedures.
- 9.3.6. Conducts employees' performance evaluations when due and provide recommendations as needed.
- 9.3.7. Submits performance evaluations to the Appointing Authority in a timely manner.

**9.4. Level 3: Immediate Supervisor's Supervisor.** The immediate supervisor's supervisor must adhere to the following responsibilities:

- 9.4.1. Collaborates with supervisors under their supervision to clearly identify measurable goals and expectations that will support the Agency's mission and vision.
- 9.4.2. Reviews and signs performance evaluations in a timely manner that protects confidentiality.

**9.5. Level 4: Agency.** The Performance Management program responsibilities that an agency must adhere to at the Agency level include:

**9.5.1. Appointing Authorities.**

- 9.5.1.1. Appointing Authorities shall designate an Agency Performance Manager and up to two additional staff members in Agency-level senior leadership or Human Resources roles to oversee Agency employee performance management information.
- 9.5.1.2. Develops job descriptions and maintain performance criteria for each position under their jurisdictions and use such criteria to measure employee performance.
- 9.5.1.3. Ensures supervisors receive training(s) provided by OHRM on the Performance Management Program.
- 9.5.1.4. Collaborates with supervisors to clearly identify the County's and Agency's mission and goals.
- 9.5.1.5. Establishes the framework for each Department/Division to support and achieve the goals.
- 9.5.1.6. Collaborates with the Agency Performance Manager to determine internal procedures for timely delivery of all phases of the performance evaluation system to include transmittal of appropriate records to OHRM.

- 9.5.1.7. Reviews and signs performance evaluations in a timely manner that protects confidentiality.

**9.5.2. Agency Performance Managers.**

- 9.5.2.1. Complete any required Performance Management training(s) for Agency Performance Managers.
- 9.5.2.2. Monitor and facilitate performance management program, including tracking progress and supporting timely completion of performance evaluations.
- 9.5.2.3. Communicate any changes to Personnel Procedures or Personnel Law that impacts the performance management process to impacted staff.
- 9.5.2.4. Keep and maintain relevant records relating to performance evaluations confidential.

**9.6. Level 5: County.** The Performance Management program responsibilities at the County level include:

**9.6.1. OHRM Learning, Performance, and Organizational Development Division.**

- 9.6.1.1. Provides countywide Performance Management program oversight.
- 9.6.1.2. Provides advisory services to appointing authorities, Agency Performance Managers, employees, and supervisors on Performance Management program policies and procedures.
- 9.6.1.3. Establishes, maintains, and publicizes procedures and information on the Performance Management program.
- 9.6.1.4. Assesses and reviews Performance Management program procedures periodically to modify and enhance as necessary.
- 9.6.1.5. Provides training and guidance on the Performance Management program for appropriate stakeholders in accordance with the training guidelines set forth in this administrative procedure.
- 9.6.1.6. Maintains official copies of performance evaluations for all employees.

**9.6.2. OHRM Core Human Resources Division.**

- 9.6.2.1. Ensures that transfer performance evaluations, including for transfers, promotions, and demotions, are appropriately completed and filed as part of employee personnel records



## 10. Performance Rating Scale

---

**10.1. Overview of Performance Rating Scale.** The County performance rating scale is used in the performance evaluation to designate level of performance. The rating levels are defined as follows:

Rating Level	Rating Level Description
<b>Exceeds Expectations (4)</b>	This rating describes performance where the employee frequently exceeds job requirements and demonstrates accomplishments regularly above expected levels. Employee performance at a level beyond expectations is sustained, and the quality of work is uniformly high.
<b>Meets Expectations (3)</b>	This rating describes performance where the employee demonstrably meets performance goals with good work quality and quantity is good. While minor deviations may occur, the employee exhibits solid performance with thorough and on-time results.
<b>Needs Development (2)</b>	This rating describes performance where the employee generally meets most performance goals but struggles to meet them all. The employee needs further development and improvement in their work.
<b>Does Not Meet Expectations (1)</b>	This rating describes performance where the employee is not meeting job goals and must improve their performance substantially to remain in their position.

## 11. Performance Management Process

---

**11.1. Overview of Performance Management Process.** The County performance management process includes three distinct phases. These three phases take place twice during the fiscal year as outlined below.

**11.1.1. Phase 1: Performance Planning Phase.** During performance planning, the immediate supervisor establishes and communicates to the employee their designated performance goals for the fiscal year. Goals are identified with support of the immediate supervisor's supervisor to ensure alignment with Agency and County priorities.

Fiscal year goals are set at the start of the fiscal year and reviewed again after the midpoint performance evaluation in the middle of the fiscal year.

For employees starting in new positions through hire, promotion, demotion, or other position changes, this phase takes place beginning with their start date and performance goals must be set within 30 days of the employee's start date in the new position. For current employees, this phase takes place at the beginning of the fiscal year.

- 11.1.2. **Phase 2: Performance Support Phase.** During this phase, the employee performs their job responsibilities and works to meet their designated performance goals and the immediate supervisor monitors and supports performance.

Throughout the fiscal year, the immediate supervisor and employee practice continuous communication and feedback approaches including:

- 11.1.2.1. **Check-Ins.** The employee and immediate supervisor conduct regular check-in meetings to discuss the employee's achievements to date and opportunities for continued development and support. Regular check-in meetings are generally considered to be meetings held on a consistent schedule, such as bi-weekly, monthly, or quarterly.

- 11.1.2.2. **Status Updates.** The employee provides regular updates to the immediate supervisor on the status of work.

- 11.1.2.3. **Recognition and Support.** The immediate supervisor provides continuous feedback to the employee to acknowledge successes and provide guidance to address performance issues.

- 11.1.3. **Phase 3: Performance Evaluation Phase.** This phase takes place during the third quarter of the fiscal year as a midpoint performance evaluation and at the end of the fiscal year as an annual performance evaluation.

During this phase, the following actions take place:

- 11.1.3.1. **Employee Self-Evaluation.** The employee has the option of completing a self-evaluation to provide ratings on their performance goals and competencies. The self-evaluation provides feedback for the immediate supervisor to consider in developing the final performance evaluation. The self-evaluation is visible to all designated reviewers in the evaluation process.

- 11.1.3.2. **Immediate Supervisor's Performance Evaluation.** The immediate supervisor completes a required evaluation of the employee's performance with their goals and competencies. When applicable, the immediate supervisor solicits feedback from other supervisors responsible for assigning work to the employee.

- 11.1.3.3. **Immediate Supervisor's Supervisor Review of the Employee's Performance Evaluation.** The immediate supervisor's supervisor reviews the immediate supervisor's evaluation of the employee's performance and, if available, the employee's self-evaluation. After reviewing the immediate supervisor's evaluation of the employee, the immediate supervisor's supervisor approves or sends back the evaluation for modification.

- 11.1.3.4. **Performance Evaluation Review Meeting.** The immediate supervisor and employee conduct a meeting to discuss the evaluation.

- 11.1.3.5. **Appointing Authority Approval of Employee Performance Evaluation.** If the overall performance rating on the immediate supervisor's evaluation of the employee's performance is below the Meets Expectations rating level, the Appointing Authority reviews the performance evaluation. After reviewing the immediate supervisor's evaluation of the employee, the Appointing Authority must sign the evaluation to complete the process.

If needed, the Appointing Authority can designate an appropriate senior level leader in their Agency to review the performance evaluation for approval. This designation requires written notification to OHRM.

## 12. Probationary Employees

---

- 12.1. Probationary Employees.** Probationary employees are required to participate in employee performance management process with the guidance of their immediate supervisor.
- 12.2. Probationary Employee Midpoint Performance Evaluation.** Probationary employees must complete a midpoint performance evaluation as part of the employee performance management process with the guidance of their immediate supervisor.

When a probationary employee's performance does not meet expectations as part of the midpoint performance evaluation, additional performance check-in meetings should be held on a monthly basis at minimum to provide the employee with ample opportunity to discuss and improve performance prior to the expiration of the probationary period.

- 12.3. Probationary Employee Annual Performance Evaluation.** Probationary employees must receive an overall performance rating of "Meets Expectations" or above on their annual performance evaluation scheduled prior to the end of their probationary period to be eligible for conversion to permanent employee status.
- 12.4. Conversion to Permanent Status without Performance Evaluation.** In the absence of the timely submission of an employee's performance evaluation for conversion to permanent status, an employee is automatically converted to permanent status regardless of the overall rating.

## 13. Performance Rewards & Actions

---

- 13.1. Incentive Awards.** Incentive awards may be distributed to employees for completion of performance evaluations at the discretion of the Appointing Authority in alignment with guidance provided in Administrative Procedure 216.

**13.2. Performance Rewards.** Based on how the Appointing Authority certifies an employee's overall performance rating on an annual performance evaluation, the following rewards or actions can be implemented.

In order for a supervisor to be eligible for an annual pay increase, they must complete performance evaluations for all direct reports.

Overall Performance Rating	Performance Rewards
<b>Exceeds Expectations (4)</b>	<ol style="list-style-type: none"> <li>1. Annual pay increase in accordance with the applicable salary schedule</li> <li>2. Two (2) retention points applicable during a reduction-in-force</li> <li>3. At the discretion of the Appointing Authority, the employee may receive an annual leave or non-base salary payment award in alignment with Administrative Procedure 216. This reward is recommended by OHRM for use with an employee who receives two or more consecutive overall performance evaluation ratings of "Exceeds Expectations."</li> </ol>
<b>Meets Expectations (3)</b>	<ol style="list-style-type: none"> <li>1. Annual pay increase in accordance with the applicable salary schedule</li> <li>2. One (1) retention point applicable during a reduction-in-force</li> </ol>
<b>Needs Development (2)</b>	<ol style="list-style-type: none"> <li>1. An annual pay increase will not be approved at the time of the performance evaluation.</li> <li>2. Zero (0) retention points applicable during a reduction-in-force</li> <li>3. If the employee's performance has not improved by the following performance evaluation, the employee may be demoted, given a salary reduction, or dismissed.</li> </ol>
<b>Does Not Meet Expectations (1)</b>	<ol style="list-style-type: none"> <li>1. An annual pay increase will not be approved at the time of the performance evaluation.</li> <li>2. Zero (0) retention points applicable during a reduction-in-force</li> <li>3. The employee may be demoted, given a salary reduction, or dismissed.</li> </ol>

## 14. Development Plans

**14.1. Overview of Development Plans.** If an employee's overall performance rating on a midpoint or annual performance evaluation is below the Meets Expectations level, the supervisor establishes a Development Plan for the employee to complete to support and improve performance.

14.1.1. Supervisors, in facilitating a Development Plan, must take into consideration any opportunities for learning and development, technological needs and

other associated factors which may impact the employee's ability to improve their performance.

- 14.1.2. Supervisors must provide continuous feedback during the performance period and ensure the outcomes associated with the Development Plan are well documented throughout the evaluation period.
- 14.1.3. If the employee receives an overall performance rating of Meets Expectations or above upon completing a Development Plan and the employee most recently completed an annual performance evaluation, the employee shall be granted a pay increase equivalent to the amount they would have received after their annual performance evaluation, provided no disciplinary action as permitted by Personnel Law Section 16-193 and 16-194 was initiated at the time of the employee's annual performance evaluation. The pay increase will not be retroactive.

## 15. Performance Management Online System

---

- 15.1. Overview of Performance Management Online System.** The performance management process is completed and managed through an online system. Performance goals, performance evaluation, competencies, and development plans are defined within the online system. The Office of Human Resources Management (OHRM) is responsible for the establishment, maintenance, and training on the system.

## 16. Transfer Performance Evaluations

---

- 16.1. Transfer Performance Evaluations.** The supervisor must complete a transfer performance evaluation for an employee being transferred, promoted, or demoted, if the employee reported to the supervisor for at least ninety (90) calendar days.

If the supervisor is transferring or separating from County Government, they must also complete transfer performance evaluations for all direct reports they have supervised for at least ninety (90) days.

The transfer performance evaluation must be completed at least ten (10) business days prior to the date of transfer.

- 16.2. Transfer Performance Evaluation Process.** The former supervisor completes and signs the Transfer Performance Evaluation Form (Attachment A). The form must then be reviewed and signed by the Agency Performance Manager and Appointing Authority. The Agency Performance Manager then collaborates with OHRM to document the signed form as part of the employee's personnel file.

## 17. Confidentiality

---

- 17.1. Confidentiality of Performance Evaluation.** The contents of an employee's performance evaluation shall only be viewed by authorized individuals, to include the employee, individuals in the reporting hierarchy from the employee up to the Appointing Authority, the Agency Performance Manager, and OHRM. Any employee who violates this confidentiality may face disciplinary action, up to and including dismissal.

## 18. Grievances

---

All County employees are required to complete the Performance Management program.

- 18.1. Performance Evaluation Form.** Employee counseling via the performance evaluation form is not a remedial, disciplinary, or adverse action; therefore, it is not grievable since it does not affect pay, status or working conditions.
- 18.2. Grievance Procedure.** If an employee is seeking information on how to file a grievance resulting from an act by the employee's immediate supervisor or Appointing Authority or the Director of Human Resources Management, with respect to the employee's performance evaluation, they can refer to the guidance provided in Administrative Procedure 220.

## 19. Training

---

- 19.1. Training Requirements.** All employees, immediate supervisors, and Agency Performance Managers will have access to trainings and guidance on completing performance evaluations.
- 19.1.1. **Employee Training.** Training for employees provide guidance on the following topic areas related to performance management:
- 19.1.1.1. Understanding the performance management process.
  - 19.1.1.2. Navigating the performance management online system.
  - 19.1.1.3. Completing the optional employee self-evaluation.
  - 19.1.1.4. Expectations and tools for practicing continuous feedback and communication.
- 19.1.2. **Supervisor Training.** Training for supervisors provide guidance on the following topic areas related to performance management:
- 19.1.2.1. Understanding the performance management process.
  - 19.1.2.2. Navigating the performance management online system.

- 19.1.2.3. Identifying and communicating effective and actionable performance goals in alignment with Agency and County priorities.
- 19.1.2.4. Completing performance evaluations for employees.
- 19.1.2.5. Expectations and tools for practicing continuous feedback and communication.
- 19.1.3. **Agency Performance Manager Training.** Training for Agency Performance Managers provide guidance on the following topic areas related to performance management:
  - 19.1.3.1. Understanding the performance management process.
  - 19.1.3.2. Navigating the performance management online system to manage agency employee performance.

## 20. Inquiries

---

### 20.1. Direct questions about the program to the following offices.

- 20.1.1. **Performance Management Program Guidance.** Guidance on the performance management policy and process. Contact the OHRM Learning, Performance, and Organizational Development Division at [EmployeePerformance@co.pg.md.us](mailto:EmployeePerformance@co.pg.md.us).
- 20.1.2. **Training.** Guidance on coordination and completion of any required trainings. Contact the OHRM Learning, Performance, and Organizational Development Division at [LPOD@co.pg.md.us](mailto:LPOD@co.pg.md.us).

## 21. Attachments

---

The following attachment is included for reference in the performance management process.

### 21.1. Attachment A – Transfer Performance Evaluation Form



AP 217-A Attachment  
A-Transfer Performan

## 22. Effective Date of Procedure

---

This procedure serves as an addendum to Administrative Procedure 217 and shall become effective on July 1, 2022.

9/30/21  
Date

  
Tara H. Jackson  
Chief Administrative Officer