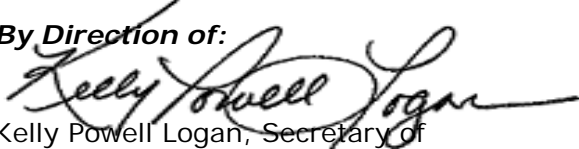


# MANAGEMENT DIRECTIVE

## Commonwealth of Pennsylvania Governor's Office

<b>Subject:</b> Performance Management Program	<b>Number:</b> 540.7 Amended
<b>Date:</b> May 2, 2011	<b>By Direction of:</b>  Kelly Powell Logan, Secretary of Administration
<b>Contact Agency:</b> Office of Administration, Office of Human Resources Management, Bureau of Workforce Planning and Development, Workforce Planning and Performance Division, Telephone 717.787.3813	

**This directive establishes policy, responsibilities, and procedures for the Performance Management Program for all commonwealth employees. Marginal dots are excluded due to major changes.**

- 1. PURPOSE.** To establish policy, responsibilities, and procedures for the commonwealth's Performance Management Program, and provide agencies with program guidelines.
- 2. SCOPE.** This directive applies to all departments, boards, commissions, and councils (hereinafter referred to as "agencies") under the Governor's jurisdiction.
- 3. OBJECTIVES.**
  - a. To provide reviewing officers and raters with guidance on their performance management duties.
  - b. To provide reviewing officers and raters with employee performance evaluation mechanisms.
- 4. DEFINITIONS.**
  - a. **Anniversary Date.** The first day of the month in the year following the latest appointment transaction, i.e., hire, rehire, dual hire, promotion, demotion, transfer, reclassification, return from furlough, or reassignment.

- b. Attorney Performance Evaluation and Compensation System (APECS).** An employee performance review system that is used exclusively for evaluating commonwealth attorneys under the Office of General Counsel (OGC), in which performance is tied into the attorneys' compensation.
- c. Employee Performance Review (EPR).** A periodic work performance evaluation by the rater of how much, how well, and the manner by which an employee performed his or her duties and responsibilities during the evaluation period.
- d. Evaluation Period.** The period of time that an employee's work performance is assessed.
- e. Interim Review.** A work performance review and rating by the rater that takes place between regularly scheduled EPRs. Generally occurs when a change takes place within an evaluation period, such as in supervision, job duties, and/or decreased work performance.
- f. Performance Evaluation Rating Cycle.** The designated time that commences the EPR, e.g., anniversary date cycle, fiscal year cycle, and calendar year cycle.
- g. Performance Evaluation System Coding.** Coding in SAP that delineates a position's assignment to a specific performance management system or evaluation form, which is based on the position, not the incumbent. See Enclosure 1, Performance Evaluation System Coding.
- h. Performance Management.** The process of setting performance standards and expectations, monitoring progress, measuring results, appraising, and rewarding or correcting employee performance. The five principle elements of performance management include:
  - (1) Plan.** Planning involves aligning an employee's work performance standards and expectations with the organization's strategic goals. Planning begins by identifying the work to be done and then prioritizing the tasks to accomplish the work. Performance standards should include three components: the work to be accomplished; how it will be measured, and the expected level for success. Work standards should be Specific, Measurable, Achievable, Realistic, and Time-bound (SMART).
  - (2) Implement.** Essential to any plan is action. Implementation includes integrating work performance standards with daily work activities and procedures. Training should be provided to ensure employees are knowledgeable to complete the work and are aware of performance standards and expectations.
  - (3) Observe.** Quality-minded supervisors select appropriate methods to observe and document employee work performance, being mindful of an employee's actions and environmental influences that affect productivity. Since performance management is an ongoing, positive, and proactive process, supervisors should consider not only quality and quantity aspects of work performance, but also attitudinal factors affecting performance. Observation should occur throughout the evaluation period.

- (4) **Coach.** Coaching is the process of providing feedback to employees on their success or limitations at meeting work performance expectations. Coaching has the greatest effect when it is delivered soon after the performance that is being discussed. Coaching is used to inspire, encourage, and challenge employees.
- (5) **Evaluate.** The final element is to assess an employee's work performance against established goals, standards, and expectations communicated at the beginning of the evaluation period. This culminates in the annual performance evaluation report. Since work performance discussions should occur throughout the cycle, another important aspect of assessment is the periodic progress review, which enables supervisors and employees to dialogue about accomplishments, shortcomings, and opportunities.
- i. **Performance System.** The method and related evaluation tool(s) used to monitor and evaluate individual employee work performance.
- j. **Progress Review.** An assessment of an employee's work performance that occurs at the mid-point for both annual and probationary evaluation periods. A progress review presented orally or in writing, should not include ratings of performance factors. Written reviews are encouraged. If completed orally, appropriate documentation of the discussion needs to be maintained by the supervisor.
- k. **Rater.** The employee's immediate supervisor. In certain instances, the reviewing officer or another manager knowledgeable of the employee's performance may do a rating in the absence of the immediate supervisor. These cases must be justified and documented on the evaluation form.
- l. **Reviewing Officer.** The immediate supervisor's supervisor. In certain instances, another manager knowledgeable of the employee's performance may be designated to function as the employee's reviewing officer. These cases must be justified and documented on the evaluation form.
- m. **Senior Management Service (SMS).** An assigned level of positions in the commonwealth's unclassified service which have broad policy participation and management responsibility.

## 5. POLICY.

- a. Pursuant to *Sections 206(5) and 704, Civil Service Act of August 5, 1941, P.L. 752, as amended; 4 Pa. Code, Subchapter B, § 99.11 through 99.15; and Management Directive 505.7, Personnel Rules*, all civil service and most non-civil service employees shall receive periodic performance evaluations.
- b. The following mandatory events occur during the annual performance evaluation period: conveyance of standards and expectations for the coming evaluation period; progress review (semi-annual or mid-probationary); and annual performance evaluation. An interim review may be used and/or required in some cases.

- c. The majority of commonwealth employees are covered by Form 363L and the process outlined in this Management Directive. Classes or positions exempted from the use of Form 363L are those specifically approved by the Office of Administration (OA) and include cabinet officials, SMS covered employees, attorneys under the jurisdiction of OGC, and Wine and Spirits Stores personnel assigned to the Pennsylvania Liquor Control Board (PLCB).
- d. Employees in those classes or positions that are exempt from 363L coverage must be evaluated under assigned systems (e.g., SMS, APECS, etc.). If exempt from any existing performance management system, the 363L or SMS forms may be used as the evaluation mechanism, as appropriate.
- e. Prior to implementation, each type of evaluation form used for civil service classes or positions must be reviewed and approved by the Executive Director, State Civil Service Commission (SCSC). All forms must be approved by the OA.
- f. Completion of ratings for civil service probationary periods and extensions are to meet time frames established in *Management Directive 580.8, Classified Service Probationary Periods*.
- g. The performance evaluation is not to be the official notification to an employee of an adverse action during the evaluation period. While the performance evaluation may be used to document that employee discipline has occurred, it must not be used as a method of discipline.
- h. All evaluation forms, EPR Links Guide, and additional information on performance management and employee performance reviews, including the APECS program, may be accessed at the [OA, Human Resources Management \(HRM\) Web site](#).
- i. New raters and reviewing officers shall attend performance management/EPR training within six months of assuming their supervisory/managerial roles. Raters and reviewing officers shall complete refresher training on EPR core components every three years or more frequently as needed.
- j. Executive management shall become familiar with the overall requirement of performance management and the applicable EPR system(s), agency compliance, agency HR office monitoring procedures and reports, and the role of executive management in overall performance management and the EPR process.

## 6. RESPONSIBILITIES.

### a. Agency Heads will:

- (1) Ensure that reviewing officers and raters are held accountable for their performance management responsibilities.
- (2) Ensure the EPR system(s) or alternate performance systems, such as the APECS, are administered properly and ratings are completed in a timely and substantive manner for all agency employees.

- (3) Make final decisions in cases of internal agency EPR appeals if elevated to the agency head level.

**b. Agency HR Directors will:**

- (1) Establish and disseminate internal agency instructions regarding performance management responsibilities, including the need for both raters and reviewing officers to have performance standards in place that delineate their responsibilities.
- (2) Determine agency annual rating cycle(s) and inform the OA, HR Service Center via the electronic personnel action request (E-PAR) to ensure employee rating cycles are coded accurately in SAP at the time of hire and as changes occur.
- (3) Educate executive management on the overall requirements of the EPR system, agency compliance, agency HR office monitoring procedures, and the role of executive management in the process.
- (4) Ensure that reviewing officers and raters are familiar with this directive and are trained in performance management in accordance with EPR Training in the Procedures section of this directive.
- (5) Generate monthly listings of annual and probationary EPRs due using the EPR Monthly Listing Database. Provide raters with listings of all EPRs due for their employees at least 60 calendar days for annual EPRs and at least 60 calendar days for probationary EPRs prior to the required completion date, and provide technical assistance in managing and evaluating performance as needed. Agencies may provide more advance notice at their discretion.
- (6) Establish effective monitoring processes to track the completion of performance evaluations for both civil service and non-civil service employees.
- (7) Establish follow-up procedures to ensure that delinquent ratings are completed.
- (8) Inform executive management of any continuing completion and timeliness issues associated with the EPR process.
- (9) Conduct a quality review of the EPRs received in the agency HR office to ensure that they are complete and that comments justify the ratings given. Return incomplete EPRs to the rater for completion. For those that require action, such as a requested meeting with the reviewing officer, ensure arrangements are made for issues to be addressed.
- (10) Ensure extracts from the Opportunities for Development section are given to the agency training officer or local training coordinator for use in the development of courses and/or coordination of training.
- (11) Ensure that performance evaluations are filed in the Official Personnel Folder (OPF) within 60 days of the performance period end date.

- (12) Monitor compliance with established policy and procedures.
- (13) Provide technical assistance to agency employees, raters, and reviewing officers to facilitate substantive EPRs and accurate completion of the form.
- (14) Ensure that the position supervisory codes properly match the employee-supervisory structure.
- (15) Complete and submit to OA by April 1 of each year, the required Annual EPR Timeliness and Completion Report for the preceding calendar year. Field HR offices should complete the report and forward it to their respective central HR office by an internal due date to compile the results and submit one composite agency report to OA. Central HR offices are responsible for ensuring the accuracy and timely reporting of this data.
- (16) Establish a post-audit or other monitoring process to ensure the provisions of this directive are met in agencies with field HR offices that administer the EPR process on a decentralized basis.

**c. Raters will:**

- (1) At the start of the rating period and as work assignments dictate:
  - (a) Develop and provide employees with written performance standards and expectations that are consistent with agency policy, strategic plans, objectives, and priorities; convey any weighting of the standards as they apply to the work to be performed.
  - (b) Ensure the accuracy of the employee's position description and essential job functions; update as appropriate. If updated, inform the agency HR office and the employee of the revisions.
- (2) Assess each employee's work performance. Conduct at least one progress review for each employee during the evaluation period. For probationary employees, determine if an extension of probation is necessary. For all employees, determine if an interim review is needed. Conduct appropriate reviews and extend probationary periods as warranted, in compliance with Civil Service Rules and Collective Bargaining Agreements. Ensure that standards and ratings are applied consistently to employees under the rater's supervision.
- (3) Complete the applicable annual performance evaluation form on time, in accordance with the respective time limits contained in Enclosure 2. Conduct the performance discussion with the employee after the reviewing officer has provided comments, signed, and dated the form:
  - (a) Use Form 363L to rate employees at the end of their rating cycle for annual, end of probationary period, and interim evaluations, and as a guide for conducting progress reviews.

- (b) Provide an overall rating based upon a composite of the factor ratings, considering those factors that may be substantially more important than others and that carry greater weight in the overall assessment of the employee's performance. The Comments sections must be completed for all areas and provide the rationale for the given ratings, particularly where certain job factors are considered more important than others.
  - (c) Complete the Employee Strengths section by identifying strong attributes, abilities, or proficiencies.
  - (d) Complete the Opportunities for Development section by annotating those areas that need improvement and corresponding means to address areas of concern and/or provide opportunities for professional growth, such as identifying courses/classes and/or other developmental tasks that should or must be taken during the new rating period.
  - (e) Forward the performance evaluation form to the reviewing officer for review, comments, signature, and date.
  - (f) Discuss the evaluation and work performance rating with the employee and obtain comments, signature, and date.
  - (g) Make necessary copies consistent with internal processing procedures. Forward the original form to the agency HR office for filing in the employee's OPF. Provide a copy to the employee and retain a copy as the rater.
- (4) Maintain adequate documentation to support ratings. Consider use of an employee performance improvement plan if an employee's performance is rated as needs improvement or unsatisfactory on any individual job factor or the overall rating. However, if the employee's overall performance is rated as unsatisfactory, then an employee performance improvement plan must be used. Consult with the agency HR office for additional guidance.
  - (5) Identify, discuss, and coordinate training needs and developmental opportunities. Consider use of an individual development plan.
  - (6) Conduct at least one required progress review during the evaluation period, either semi-annual or mid-probationary period, and maintain a record of the discussion and date on which the progress review occurred.
  - (7) Provide frequent and constructive performance feedback to employees.

**d. Reviewing Officers will:**

- (1) Ensure raters are familiar with this directive and receive training necessary to complete ratings properly and that they comply with their performance management responsibilities as outlined in this directive; and that these responsibilities are reflected in the rater's performance standards. Standards must address timely completion of ratings. Evaluate raters accordingly.

- (2) Provide input and assessment on performance standards to ensure that standards are in alignment with agency goals, strategic plans, priorities, and are consistent with similar positions. Also ensure that raters under their supervision employ a consistent approach to applying performance standards and the rating process.
- (3) Participate in the evaluation process as outlined in this directive. Review EPRs, provide feedback to the rater, add reviewing officer comments, and sign, date, and return to the rater.
- (4) Discuss ratings/standards with employees at their request and resolve disagreements between raters and employees. If such disagreement is not resolved, the performance evaluation is to reflect the rating of the rater, and the reviewing officer is to address the disagreement in the comments section. If disagreement exists between the rater and reviewing officer, refer to the Review and Appeal section of this directive.

**e. Employees will:**

- (1) Perform the duties of the job.
- (2) Review the position description, essential job functions, and work performance standards and expectations to ensure currency, accuracy, and understanding.
- (3) Notify the rater of resource, training, and supervision needs, and ask questions to clarify information.
- (4) Review and respond to employee performance reviews within a reasonable time frame, typically five working days, unless additional time is agreed upon by the rater and employee.

**f. OA, HRM, HR Service Center will:**

- (1) Process initial coding and any additions, changes, or deletions to probationary period end dates and extensions, performance system code, and performance cycle code via receipt of the E-PAR request from agency HR offices.
- (2) Modify the EPR Monthly Listing Database and instructions annually and make them available on the [OA, Human Resources Management \(HRM\) Web site](#).

**g. OA, HRM, Bureau of Workforce Planning and Development will:**

- (1) Develop statewide policy and procedures related to performance management and evaluation, monitor the administration of the EPR systems, develop and conduct performance management and EPR training, and provide technical assistance, as needed.
- (2) Report to agencies on how they compare to other agencies based on the timeliness and completion of EPRs.



- h. SCSC** will review performance evaluation forms and procedures utilized for classes or positions in the classified service prior to their implementation and use.

## **7. PROCEDURES.**

### **a. EPR Training.**

- (1)** Agency HR offices shall ensure that raters and reviewing officers receive adequate education that addresses, at least, the following:
  - (a)** Performance management responsibilities and accountability, and the EPR process.
  - (b)** Purpose of performance evaluations and importance of their timely and substantive completion.
  - (c)** Importance and methods of developing and conveying work performance standards and expectations.
  - (d)** Guidelines for:
    - 1** Documenting performance.
    - 2** Completing progress reviews and interim reviews.
    - 3** Completing the performance evaluation form.
    - 4** Conducting quality performance based discussions.
    - 5** Managing employee probationary periods and interim rating cycles.
  - (e)** Methods of recognizing employee accomplishments and addressing employee work performance issues.
  - (f)** Purpose and use of the Employee Strengths and Opportunities for Development sections.
  - (g)** Use of the Form 363L EPR Links Guide.
  - (h)** Internal agency procedures/timeframes.

### **b. EPR Notification.**

- (1)** The EPR system is administered on an annual cycle. Unless stipulated by the OA, agencies are to determine the rating cycle(s) for the organizations within the agency. Agencies may choose any annual cycle(s) appropriate for their environment and, once assigned, cycles should be applied consistently to all employees within the designated organizational area.

- (2) A performance evaluation rating cycle code is to be designated in SAP for each employee. Information on annual rating cycles must be maintained in SAP to ensure accurate notification when ratings are due.
- (3) The anniversary date for EPRs that are on an anniversary date cycle is established in SAP on the Z8 (Annual EPR date) data field in Infotype 41 at the time of the latest appointment transaction.
- (4) Agencies are to periodically review employee rating cycles to ensure that all cycles are accurate and all applicable positions are appropriately coded.
- (5) Agency HR offices shall download the EPR Monthly Listing Database from the OA, HRM Web site and generate the monthly annual and probationary listings which contain general employee information. Agency HR offices shall then distribute the information and agency processing procedures to the appropriate rater for each employee due a rating at least 60 calendar days for annual EPRs and at least 60 calendar days for probationary EPRs prior to the required completion date.

**c. EPR Completion.**

- (1) The process for Form 363L includes:
  - (a) Form 363L is to be used to rate employees at the end of their rating cycle for annual, end of probationary period, and interim ratings. Form 363L in the electronic version is accompanied by the guide, "EPR LINKS," which can be accessed directly from the form.
  - (b) Raters with internet access may access Form 363L at the OA, HRM Web site, save it to their files, and complete the form consistent with the instructions contained in this Management Directive. Raters without internet access are to be provided with general employee information and a copy of Form 363L for each of their employees due a rating.
  - (c) At the beginning of the evaluation period, raters must:
    - 1 Ensure the accuracy of the employee's position description and essential functions. If modified, inform the central agency HR office.
    - 2 Provide employees with written performance standards and expectations for the upcoming evaluation period, and any weighting of the standards as they apply to the work to be performed. These must be conveyed in writing with a copy provided to the employee. Conveyed standards are to reflect priorities emphasized on Form 363L and expectations are to be aligned with agency plans and priorities. Raters must maintain a record of the date(s) that standards were conveyed.

- (d) Reviewing officers are to ensure raters establish standards that are consistent with agency goals, strategic plans, priorities, and similar positions, and that all raters under their supervision employ a consistent approach to the development and application of standards, and the ratings of their subordinates.
- (e) At least one progress review, either semi-annual or mid-probationary period, must occur. More frequent reviews are encouraged. Specific ratings are not to be assigned or referred to during the progress review. The rater should maintain a record of the discussion and date on which the progress review occurred.
- (f) Employees appointed, transferred, or promoted into non-civil service, non-supervisory, or SMS positions should receive an interim cycle evaluation within the first six months and are to receive annual ratings thereafter.
- (g) When a change in supervision is anticipated, supervisors should complete an interim evaluation or other documented feedback prior to the supervisor's departure.
- (h) Employee performance evaluations are to be filed in the employee's OPF within 60 calendar days of the performance period end date. These forms are confidential and are not considered a public record.
- (i) At the conclusion of the evaluation period, raters are to complete Form 363L evaluation process as follows:
  - 1** Obtain an electronic or hard copy version from the [OA, HRM Web site](#) or from the agency HR office. Ensure that the General Information section is complete and accurate, and indicate whether the employee is a supervisor or non-supervisor.
  - 2** Review the employee's position description, essential functions, and job standards to ensure the appraisal relates to the specific responsibilities, job assignments, and standards that were conveyed to the employee for the evaluation period.
  - 3** Update the position description and essential job functions, if necessary, for the next rating cycle. Notify the agency HR office of changes and communicate changes to the employee during the performance discussion.
  - 4** Indicate on Form 363L the date(s) the performance standards were conveyed to the employee and date(s) when the progress review(s) (semi-annual or mid-probationary) was conducted.
  - 5** Rate the employee by assessing each of six job factors (seven for supervisors) in relation to the established standards. Written comments are required for all ratings. Comments must be job relevant and specific enough to justify these ratings. For hard copy forms, additional paper for comments may be added, if needed. For the web-enabled version, the Comments section will expand as comments are entered.

- 6** Provide an overall rating based upon a composite of the factor ratings, which includes considering those factors that may be substantially more important than others and that carry greater weight in the overall assessment of the employee's performance. The Comments section is to address overall performance and provide rationale for the overall rating, especially where certain job factors are considered to be substantially more important than others.
  - 7** Complete the Employee Strengths section by identifying strong attributes, abilities, or proficiencies of the employee.
  - 8** Complete the Opportunities for Development section by listing knowledge, skills, and abilities that may need improvement, specific required training, and developmental activities to assist employees in addressing areas of concern or opportunities for professional growth. Agency HR offices are to provide information from this section to the agency Training Officer for use in the development of courses and/or coordination of training sessions. Supervisors are responsible for coordinating development opportunities to assist employees in increasing their knowledge and skills.
  - 9** Forward Form 363L to the reviewing officer for review, comments, signature, and date.
  - 10** Quality check the form with the rater and reviewer comments included. Ensure that the rater's and reviewing officer's signatures and dates are affixed.
  - 11** Discuss the evaluation and work performance rating with the employee and obtain comments, signature, and date. The rater should encourage the employee to sign the EPR, but if he or she refuses, then document "Employee Refused to Sign" in the Employee Comments section and initial and date the form. The EPR still becomes part of the employee's OPF whether or not it is signed. Raters should afford a reasonable time frame for the employee to review and make comments. Typically, five working days is adequate; however, additional time may be agreed upon by the rater and employee as circumstances warrant, e.g., the employee requests a discussion with the reviewing officer.
  - 12** Make necessary copies and distribute them according to internal processing procedures. Retain a copy as the rater, provide a copy to the employee, and forward the original to the agency HR office for filing in the employee's OPF.
- (j)** The agency HR office shall file each employee's completed EPR in the respective OPF within 60 calendar days of the performance period end date.

(2) The process specific to SMS evaluation includes:

- (a) Use of the SMS evaluation form is mandatory for all SMS designated employees, and may be used to evaluate other senior level non-civil service employees.
- (b) Raters are to evaluate SMS designated employees on a fiscal year rating cycle. Complete the applicable annual performance evaluation form on time, in accordance with the respective time limit contained in Enclosure 2. SMS performance evaluations must be received in the agency HR office and filed in the Official Personnel Folder (OPF) within 60 days of the performance period end date.
- (c) Prior to the start of the evaluation period, raters should develop and convey to the rated SMS employee objectives and standards consistent with agency goals, plans, and priorities that relate to the prescribed SMS performance factors.
- (d) Raters should establish adequate communication and feedback mechanisms to determine the status of a SMS employee's work performance during the evaluation period. On an annual basis, at least one semi-annual progress discussion should occur; more are encouraged. Inadequate performance should be discussed, documented, and appropriately addressed.
- (e) Newly-appointed or promoted SMS employees should be evaluated and given an interim rating within the first six months following appointment/promotion to the SMS covered position and are to receive annual ratings thereafter. The intent of the review is to provide feedback on the employee's work performance and does not imply any rights to the position.
- (f) Agency HR offices are to track the completion of SMS evaluations and report statistics on the required Annual EPR Timeliness and Completion Report.

**d. EPR Tracking/Reporting.** When completing an Agency EPR Timeliness and Completion Report, ensure that each month's statistics for ratings due and received are tracked separately so that delinquent ratings are not added to the ratings due and received in subsequent months. If ratings received late are added to the statistics for subsequent months, the integrity of the timeliness statistics is compromised. Generally, an annual EPR report is timely if it is received in the agency HR office by the last day of the due month. See Enclosure 2, Timeliness of Employees Performance Reviews.

**e. Interim Review.**

- (1) Interim reviews should be prepared during the rating cycle if:
  - (a) Employee's rater changes.
  - (b) Employee transfers or is promoted.

- (c) Job significantly changes, resulting in new standards but not a change in classification.
  - (d) Employee is assigned to work out of classification for an extended period of time.
  - (e) For other appropriate reasons as determined by the rater.
- (2) An interim review must be prepared if an employee's disciplinary action is initiated due to continued unsatisfactory performance. However, an interim review and annual performance evaluation must not be the official notification of the adverse action.
  - (3) Interim reviews are to be considered and incorporated when completing the employee's annual or probationary rating.
  - (4) For non-civil service and non-union represented or SMS employees, an interim review should be completed approximately six months following appointment, transfer, or promotion into the position. The review is intended to provide feedback on the employee's work performance and does not imply any rights to the position.

**f. Review and Appeal.**

- (1) If an employee is dissatisfied with a rating, the employee may discuss it with the reviewing officer. Meetings should occur within two weeks of the date of the request. The rater should coordinate with the reviewing officer to ensure the meeting with the employee occurs. A union covered employee is entitled to union representation at this meeting and all subsequent meetings regarding the evaluation. If disagreement exists between the rater and the reviewing officer, the appeal may be raised to the next level of authority. Both the rater and reviewing officer are to have relevant job information and documentation to support their positions.
- (2) Agencies may establish additional internal appeal procedures, including involvement of the agency HR office or agency appeal committee, if established. If the agency's internal appeal process includes the agency head, then the agency head's decision is the final step in the internal appeal process. Classified service employees may appeal alleged discrimination to the SCSC pursuant to *Section 951(b) of the Civil Service Act*.
- (3) Employees are permitted to include comments on the EPR. If comments exceed the space allotted on Form 363L, comments may be included on additional sheets of paper and attached to the EPR. Rebuttals to finalized EPRs are to be processed in accordance with *Management Directive 505.18, Maintenance, Access, and Release of Employee Information*.

**g. Retention.** EPRs, including annual, interim, and probationary reviews, are considered to be formal and official documents and should be filed in the employee's OPF in accordance with *Management Directive 505.18, Maintenance, Access, and Release of Employee Information*. Agency HR offices should maintain interim and probationary reviews in the OPF until they are superseded by a subsequent annual EPR which summarizes (not just references) the key contents of the subject interim or probationary review. Likewise, agency HR offices should maintain an interim or probationary review in the OPF for the same duration as that of an annual review when the subsequent annual review does not supersede the interim or probationary review. Note: Retain for a minimum of four years all interim and probationary ratings that are the basis for, or otherwise may be associated with discipline that has been administered; or that reflect, or may be associated with ongoing performance issues.

**Enclosure 1 - Performance Evaluation System Coding**

**Enclosure 2 - Timeliness of Employee Performance Reviews**

**This directive replaces, in its entirety, *Management Directive 540.7*, dated March 5, 2002.**

## Performance Evaluation System Coding

The codes, their short text name in SAP, and a description of positions assigned that code include:

<b>Code</b>	<b>Short Text</b>	<b>Description</b>
A	Attorneys	The Attorney Performance Evaluation and Compensation System (APECS) is used to assess performance of attorneys, other than Deputy General Counsels and agency Chief Counsels, under the jurisdiction of the Office of General Counsel (OGC) and assign pay increases based on evaluation ratings and other factors.
G	General	The Employee Performance Review (EPR) system, which uses Form 363L, applies to all employees under the Governor's jurisdiction, including management, supervisory, and rank and file with exceptions as annotated in this chart. Seasonal or temporary employees should be evaluated using this system if it applies to the majority of agency employees.
L	PLCB	The Performance Evaluation Report for Store Personnel, Form PLCB 1678, is used to assess the performance of Pennsylvania Liquor Control Board (PLCB) Wine & Spirits Stores personnel. PLCB seasonal or temporary employees also should be evaluated under this system.
N	Gov Not Covered	N-coded employees typically are those who hold U codes as unclassified and are not required to be evaluated under any performance management system or on any evaluation form. This group covers the Governor, Lt. Governor, and agency heads, staff that report directly to the Governor, deputy heads of agencies, and employees with a special rate of pay as set by the Executive Board separate from the commonwealth's Compensation Plan. Supervisors of these employees may use Form 363L or the SMS evaluation form, if applicable, to evaluate the performance of these employees.
S	SMS	The Senior Management Service (SMS) evaluation form is used for assessing the work performance of commonwealth senior managers in the Senior Management Service. The SMS form may also be used to evaluate executive, U coded, and/or other senior level employees.
X	Non Gov Juris	Employees in this group are supported by SAP/IRIS but are not under the Governor's jurisdiction for reporting purposes. Supervisors of these employees may use Form 363L or the SMS evaluation form, if applicable.



## **Timeliness of Employee Performance Reviews**

**Anniversary Date Cycle:** Ratings are due on the 1<sup>st</sup> of the month indicated on the EPR Monthly Listing Database. For example, if ratings are due on March 1, 20XX, they are considered timely if they are received by March 31.

**Fiscal Cycle:** Ratings are for the period July 1 through June 30. Ratings are due July 1, but are considered timely if they are received by July 31.

**Calendar Cycle:** Ratings are for the period January 1 through December 31. Ratings are due January 1, but are considered timely if they are received by January 31.

**Federal Cycle:** Ratings are for the period October 1 through September 30. Ratings are due October 1, but are considered timely if they are received by October 31.

**Probationary Reviews:** Ratings are considered timely if they are received by the probationary period ending date (not the last day of the month).