



FLORIDA DEPARTMENT OF JUVENILE JUSTICE PROCEDURE

Title: Performance Management Procedures

Related Policy: FDJJ – 1002.05

I. DEFINITIONS

Administratively Closed – A performance evaluation closed by the People First System that has not been completed within the required specified time frame. Scores and comments entered into the People First System will be captured if the performance evaluation process was not completed in its entirety. An administratively closed evaluation results in an overall rating of “Satisfactory.”

Agency-Wide Performance Expectation – A Performance Expectation systematically assigned to all DJJ employees during the evaluation period.

Human Resources (HR) Liaison – Unit/facility/region contact person for personnel matters.

Human Resources (HR) Performance Management Coordinator – An employee within the Bureau of Human Resources (BOHR), who provides assistance to supervisors and employees with questions or issues regarding the Performance Management process.

Performance Evaluation – A written assessment of an employee’s performance prepared by the rater containing an employee’s rating for each Performance Expectation.

Performance Evaluation Period – The period of time covered by the Performance Plan, which runs annually from July 1 through June 30.

Performance Expectation – An individual goal set within 30 days of appointment, strategically linked to the position description deemed essential for successfully fulfilling a position requirement using the Specific, Measurable, Achievable, and Time-bound (SMART) methodology.

Performance Expectations Feedback Form – A form used to document specific steps the employee must take prior to the end of the evaluation period to improve or correct performance deficiencies that could result in an expectation rating of “Below” or “Unacceptable”.

Performance Plan – A written notification identifying the performance expectations an employee will be evaluated on during the evaluation period.

Personnel Action Request (PAR) – An electronic process for employee movement and action, which requires information entry into various screens in the People First System.

Probationary Evaluation Period – A period of at least 12-months (but no more than 18 months) covered by a Performance Plan that is specific to a career service employee serving a probationary period.

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Rater – The employee’s current supervisor or a designated managerial employee who has knowledge of the employee’s duties, responsibilities, and job performance.

Second-Level Reviewer – A higher-level authority who is normally the rater’s immediate supervisor or, if not available, the next level manager up, who is responsible for supporting the validity of the performance management process.

II. STANDARDS/PROCEDURES

A. Performance Planning:

1. All employees are responsible for performing their job duties to the best of their abilities.
2. It is the rater’s responsibility to make sure all direct-report employees know exactly what is expected of them, the basis on which their job performance will be reviewed, and they will receive regular and constructive feedback and coaching, as necessary, throughout the evaluation period.
3. Each rater shall develop specific performance expectations for the evaluation period based only on the duties identified in the current approved position description considered to be essential.
4. When an employee is originally appointed, promoted, demoted, reassigned (to a position with significantly different duties or responsibilities), or at the beginning a new evaluation period, the rater shall meet with the employee and provide the employee an updated copy of their position description.
5. Performance evaluations are not required for Other Personal Services (OPS) employees. Supervisors should meet with their OPS employees to ensure they know exactly what is expected of them and to provide coaching and meaningful feedback.

B. Performance Expectations:

1. At the beginning of the evaluation period or probationary evaluation period, the rater will receive a task in the People First Performance and Talent Management home page in the “To Do” tile, as well as an e-mail, notifying them to establish performance expectations
2. The rater should create and establish performance expectations in the People First System using the official position description to identify the essential duties and responsibilities to successfully fulfill the position requirement using the SMART methodology.
3. The rater should reference the [Setting Job-Specific Expectations Matrix](#) or [Performance Evaluation Rater's Manual](#) (Appendix A) for assistance in setting performance expectations.

C. Tracking Performance:

1. Raters must provide coaching and meaningful feedback regarding their employee’s performance throughout the evaluation period.

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2. Raters should keep a record of any exemplary performance or coaching and counseling activities.
3. Raters must timely notify employees, **IN WRITING**, of performance expectation deficiencies that could result in a “Below Expectation” or “Unacceptable” rating and the necessary corrective action to be taken prior to the end of the evaluation period.
4. Raters must evaluate each employee on their individual merit and whether they meet the established expectations. An employee’s performance must not be compared to the performance of other employees. The measurement of what “meet expectation” should be established by the expectation itself.
5. In no case shall leave protected by state or federal law (Uniformed Services Employment and Reemployment Rights Act [USERRA], Military, Family Medical Leave Act [FMLA], etc.) be used as a negative factor in assessing performance.
6. The rater should reference the [Tracking Performance Matrix](#) for assistance in tracking performance.

D. Probationary Performance Evaluation:

1. Career service employees who are appointed to a position are required to serve at least a 12-month probationary period in that position and will be automatically placed in the probationary plan, beginning on the appointment date into the position. For example, a probationary employee hired on February 17, 2017, will have a probationary evaluation plan of February 17, 2017 through February 16, 2018.
2. Career service employees in probationary status must have a performance evaluation completed **on or before** the end of the probationary period. Raters supervising career service employees who are approaching the end of their probationary period will receive a task in People First Performance and Talent Management home page in the “To Do” tile, as well as an e-mail notifying them to complete the employee’s performance evaluation. **If the evaluation is not completed on or before the end of the probationary period, the probationary evaluation will be administratively closed.**
3. Raters must access employee performance using the People First System and evaluate each employee on their individual merit and whether they meet the established expectations. An employee’s performance must not be compared to the performance of other employees.
4. Raters must assign an appropriate expectation rating and comments to each individual performance expectation. If at any time a rater feels there has not been enough time to assess employee performance, a rating of an “N – None Given” may be given.
5. Raters should reference the [Evaluating Performance Matrix](#) for assistance in completing performance evaluations.
6. Once the probationary period ends, the employee will be placed in the annual evaluation plan:

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- a. Probationary periods ending prior to May 2, the employee will be placed in the current year's annual evaluation plan. The rater must complete the annual evaluation for the employee ending June 30.
- b. Probationary periods completed between May 2 and June 30, the employee will be placed in the upcoming year's annual evaluation plan beginning July 1.

E. Probationary Period (Extensions):

1. Probationary period extensions may be granted only for special circumstances (i.e., employee has been away from the workplace on an extended approved leave of absence).
2. Probationary period extensions shall not be extended for employees on **military leave or Family Medical Leave Act (FMLA) leave**. The rater should assign the rating of "N – None Given" to each performance expectation (and document the employee was on an extended leave of absence).
3. Supervisors and managers must provide justification, in writing via email, to [HR Performance Management](#) for review and approval.
4. Extensions may be granted in 60-day increments, not to exceed a total of 18 months for the probationary period.
5. If approved for extension, the BOHR will notify the supervisor and enter the extension in the People First System.

F. Annual Evaluations:

1. All State Personnel System (SPS) employees in established positions are required to have a completed performance evaluation for all or a portion of the performance evaluation period, except for Career Service employees currently in probationary status or SES employees appointed to a position between May 2 and June 30.
2. The annual performance evaluation period is July 1 to June 30 of each year. Annual evaluations must be completed by July 31 of each year.
3. Prior to the end of the annual performance evaluation period, the supervisor will receive both an email (to work email address) and a task in the People First Performance & Talent Management home page in the "To Do" tile, notifying them to evaluate the employee's performance.
4. Raters must access employee performance using the People First System and evaluate each employee on their individual merit and whether they meet the established expectations. An employee's performance must not be compared to the performance of other employees.
5. Raters must assign an appropriate expectation rating and comments to each individual performance expectation. At any time the rater feels there has not been enough time to assess employee performance, a rating of an "N – None Given" may be given.

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6. Raters should reference [Evaluating Performance Matrix](#) for assistance for completing performance evaluations.

G. Second-Level Reviews:

1. The second-level review is conducted by the rater's supervisor (i.e., second-level manager) after the rater has assessed the employee's performance and prior to the employee receiving the evaluation.
2. The second-level reviewer does not have the ability to change a rating, but may make comments on the employee's overall rating and performance.
3. The second-level reviewer may send the evaluation back to the rater due to typographical errors, grammatical issues, missed information, to add supporting information, or to clarify comments concerning performance.
4. It is the second-level responsibility to ensure to evaluations are conducted consistently in accordance with these procedures and Rule 60L-35.003(3)(e), F.A.C.

H. Close-Out Evaluations:

1. Close-out evaluations should be promptly conducted before an employee moves to a different agency or to a new position due to a promotion, demotion, reassignment, or an original appointment.
2. Close-out evaluations should be conducted for all separations, including involuntary separation and abandonment.
3. Close-out evaluations must be conducted if the performance expectations significantly change or additional expectations need to be added to the current performance plan.
4. Close-out evaluations must be completed **prior to the completion of the Personnel Action Request (PAR)** in the People First System or the performance evaluation will administratively close.
5. The rater should indicate the actual dates of the rating period within the comments section of each close-out expectation or in the "overall" comments section. The rater shall assess the employee's performance and give a rating for each individual expectation.
6. At any time the rater feels there has not been enough time to assess the employee's performance, a rating of an "N – None Given" may be given.
7. A close-out evaluation is not required when there is a change in supervisor, provided there are no changes in duties.
8. Raters should reference the [Performance Evaluation Close-Out Matrix](#) for assistance completing close-out evaluations.

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I. Hard Copy vs. Electronic Copy of Evaluations:

1. The completed electronic performance evaluation housed in the People First System is considered part of the employee's official personnel file.
2. Employees, HR staff, and managers have the ability to print a copy of expectations and evaluations at any time.

III. RESPONSIBILITY AND DUTIES

A. Employees:

1. Communicate with rater regarding any questions related to their performance expectations.
2. Acknowledges receipt of performance expectations.
3. Advises rater of any training needed to perform the job duties.
4. Perform job duties to the best of their ability.

B. HR Liaisons:

1. Works with the HR Performance Management Coordinator and rater regarding the setting of performance expectation and the completion of performance evaluations for employees within their unit/facility or region.

C. Rater (Supervisor):

1. Provides performance expectations to employees within 30 days of appointment to position or within 30 days after the beginning of the annual performance evaluation period (July 1 to June 30).
2. Provides employees with coaching and meaningful feedback regarding job performance throughout the evaluation period.
3. Informs the employee, in writing, of performance expectation deficiencies that could result in a "Below Expectation" or "Unacceptable" rating and the necessary corrective action to be taken prior to the end of the evaluation period.
4. Completes evaluations within the required timeframes, and meets face-to-face, when practicable, to discuss the performance evaluation.

D. Second-Level Reviewer:

1. Review the performance evaluation after the rater has assessed the employee's performance and prior to the employee receiving the evaluation.
2. Ensures evaluations are conducted consistently in accordance with these procedures and Rule 60L-35.003(3)(e), F.A.C.

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E. HR Performance Management Coordinator:

1. Provides assistance to employees, supervisors and managers regarding the performance management process.
2. Contacts People First to resolve performance management concerns.
3. Tracks performance management throughout the process to ensure agency standards.

IV. ATTACHMENTS

Attachment 1 – [Performance Expectations Feedback Form](#)

V. HELPFUL LINKS

[Performance Evaluation System Rules](#)

[Performance Evaluation Rater's Manual](#)

[Performance Management Process Policy Guideline](#)

[Performance Evaluations for Employees on Extended Leave Policy Guideline](#)

[Setting Job-Specific Expectations Matrix](#)

[Tracking Performance Matrix](#)

[Evaluating Performance Matrix](#)

[Performance Evaluation Close-Out Matrix](#)

For Employees:

[Performance Management Employee Video](#)

[Performance Management Employee User Guide](#)

[Performance Management Employee PowerPoint](#)

For Managers:

[Performance Management Manager Video](#)

[Performance Management Manager User Guide](#)

[Performance Management Manager PowerPoint](#)