



**STATE OF RHODE ISLAND – DEPARTMENT OF ADMINISTRATION
ONE CAPITOL HILL
PROVIDENCE, RI 02908**

**INSTRUCTIONS FOR COMPLETING THE PERFORMANCE
DEVELOPMENT PROCESS**

The purpose of the Performance Development process is to promote better communication between supervisors and their employees, as well as to encourage professional development and growth for all state employees. Each form is customizable and allows space for the Department’s name and logo, as well as agency-specific strategic priorities. In addition to the evaluation form, supervisors and non-supervisors will be provided with lists of appropriate Core Competencies. Please note this form should not be utilized during an employee’s formal probation period.

INITIAL MEETING

This meeting allows the supervisor and employee to set expectations for the annual performance development evaluation. Supervisors should begin by completing the top section of the Annual Performance Development Evaluation Form:

Performance Development Evaluation Form	
Annual Evaluation Period: <input type="text"/> to <input type="text"/>	
Employee Name:	Manager Name:
Title:	Title:
Division/Unit:	Division/Unit:
Date of Evaluation:	Review: <input type="checkbox"/> Initial (Set Goals) <input type="checkbox"/> Evaluation

Each **employee** should then be asked to complete the following sections of the Annual Performance Development Evaluation **in draft form**:

SECTION 1: OBJECTIVES – The employee should list up to four major assignment-related goals for the next six months under “Objective Description.” *For example, a division supervisor may want to conduct and lead monthly team-building activities with his/her staff to improve office communication.*

Section 1: Objectives		
EMPLOYEE WILL BE EVALUATED ANNUALLY ON THE OBJECTIVES BELOW USING THE FOLLOWING LEVELS:		
N = Not Meeting Expectations I = Improvement Needed M = Meeting Expectations E = Exceeding Expectations		
Objective Description	Level	Status Description



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SECTION 2: PROFESSIONAL DEVELOPMENT – Each employee should describe professional development opportunities in which he/she would like to participate and/or skills or knowledge that he/she would like to obtain over the next six months. *For example, an employee working in communications may express his/her desire to learn HTML coding so he/she can update the division website.*

Section 2: Professional Development
<i>Please list professional development goals and opportunities for growth in the box below:</i>

Following this, there should be a discussion between the supervisor and the employee about his/her objectives and professional development plans as described in the draft of the Annual Performance Development Evaluation Form. While the objectives and professional development plans should be jointly developed, the final determination of these objectives and plans rests with the supervisor. Finally, the supervisor should review and discuss with the employee the Performance Review section (Section 3) and the Core Competencies associated with the employee’s position. The supervisor and employee will not fill this section out, but will discuss the expectations associated with this section in preparation for both the interim Performance Development Progress form and the Annual Performance Development Evaluation form.

INTERIM PERFORMANCE DEVELOPMENT PROGRESS FORM

Supervisors and employees should use this six-month checkpoint to ***continue the open dialogue established through the annual evaluations*** and provide feedback on ***where the employee currently stands in meeting his/her goals.***

Using Sections 1 & 2 of the Annual Performance Development Evaluation Form from their initial meeting as a guide, the supervisor and employee should each fill out their portions of the Performance Development Progress Form and review their comments together.

The completed interim progress report also allows the supervisor and employee to re-evaluate their initial objectives and goals from six months prior, if necessary. The Performance Development process is designed to allow flexibility in response to changing work environments, agency missions and job responsibilities.

Performance Development Progress Form		
<small>This form is designed for managers to use when meeting with employees for mid-year performance development progress.</small>		
Employee Name: []	Manager Name: []	
Title: []	Title: []	
Division/Unit: []	Division/Unit: []	
Date Prepared: []	Date of Meeting: []	
Section 1: Objectives <small>Use this section to review and/or modify agreed upon objectives and to evaluate the progress to-date in achieving the objectives.</small>	Employee Comments	Manager Comments
Section 2: Professional Development <small>Use this section to review and/or modify the employee's professional development plan and to evaluate the progress to-date in completing the plan.</small>	Employee Comments	Manager Comments
Section 3: Performance Elements <small>Use this section to review the elements of performance required and to provide feedback to the employee.</small>	Employee Comments	Manager Comments
Employee Signature: Your signature certifies that you have read the comments above and that your manager has discussed the contents with you.	Manager Signature: Your signature certifies that you have reviewed and discussed the contents above with the employee and the employee was offered the opportunity to comment.	
Employee [] Date []	Manager []	Date []
Please submit this form to the R.I. Division of Human Resources at doa.performancedev@hr.ri.gov		
<small>Revised: Friday, June 10, 2016</small>		



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ANNUAL PERFORMANCE DEVELOPMENT EVALUATION

One year after the initial Performance Development meeting, the supervisor and the employee should complete the remainder of the Annual Performance Development Evaluation Form. The **employee** should complete the following section:

SECTION 3: PERFORMANCE REVIEW – In this section, there are five categories which each relate to a Core Competency. The employee should self-evaluate by choosing the appropriate level of performance in the section denoted for the employee. The definitions of the levels are found at the end of this document.

Section 3: Performance Review			
<i>Please choose a performance level (refer to Section 1: Objectives for level descriptions). Differences in employee and manager scoring will be discussed during the performance review session and a final score will be recorded under "Manager's Final Level."</i>			
CORE VALUES (Accountability/Ethics/Honesty/Integrity)	Performance Level (N, I, M or E)	Manager's Final Level	Comments
EMPLOYEE			
MANAGER			

The **supervisor** should then complete the following sections:

SECTION 1: OBJECTIVES – The employee should be evaluated on the objectives using the appropriate levels. The “Status Description” portion of this section allows for the supervisor to add explanatory comments and/or examples as needed.

Section 1: Objectives		
EMPLOYEE WILL BE EVALUATED ANNUALLY ON THE OBJECTIVES BELOW USING THE FOLLOWING LEVELS:		
N = Not Meeting Expectations I = Improvement Needed M = Meeting Expectations E = Exceeding Expectations		
Objective Description	Level	Status Description

SECTION 2: PROFESSIONAL DEVELOPMENT – After discussing the employee’s draft goals in this section, the supervisor can add finalized language regarding the employee’s professional development opportunities. This may be updated from the interim Performance Development Progress Form and/or the initial meeting. Again, these are opportunities in which the employee would like to participate and/or skills or knowledge that he/she would like to obtain over the next six months.



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SECTION 3: PERFORMANCE REVIEW - In this section there are five categories which each relate to a Core Competency. In each Core Competency, there is space for the supervisor to write comments related to the employee’s performance and to choose the appropriate level of performance. The definitions of the levels are listed at the end of this document.

Section 3: Performance Review			
<i>Please choose a performance level (refer to Section 1: Objectives for level descriptions). Differences in employee and manager scoring will be discussed during the performance review session and a final score will be recorded under "Manager's Final Level."</i>			
CORE VALUES (Accountability/Ethics/Honesty/Integrity)	Performance Level (N, I, M or E)	Manager's Final Level	Comments
EMPLOYEE			
MANAGER			

Supervisors should set up a time to meet with the employee and review what each has written/submitted. Following that review, supervisors should record final levels in Section 3. A supervisor may choose to keep the same original score or he/she may feel differently after speaking with the employee.

Section 3: Performance Review			
<i>Please choose a performance level (refer to Section 1: Objectives for level descriptions). Differences in employee and manager scoring will be discussed during the performance review session and a final score will be recorded under "Manager's Final Level."</i>			
CORE VALUES (Accountability/Ethics/Honesty/Integrity)	Performance Level (N, I, M or E)	Manager's Final Level	Comments
EMPLOYEE			
MANAGER			

Following this open dialogue, the supervisor fills out the Supervisor’s Overall Review and Recommendations section, and the employee completes the Employee’s Comments section.

Both must sign and date the document. The employee retains a copy, and the original goes to the Human Resources Division to be retained in the individual’s personnel file.

Employee Signature: Your signature certifies that you have read the evaluation and that your manager has discussed its contents with you. It also certifies that you have had an opportunity to record your comments above.	Manager Signature: Your signature certifies that you have reviewed and discussed the contents with the employee and the employee was offered the opportunity to comment.
Employee _____ Date _____	Manager _____ Date _____
Please submit this form to the R.I. Division of Human Resources at doa.performancedev@hr.ri.gov	



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After the form is completed, the supervisor should submit it to his/her supervisor **for review only**. Supervisors should initial the last page of the form to ensure they have seen its contents.

DEFINITIONS

OBJECTIVES: Objectives are employee work assignments that are vital to the department’s mission and intrinsic to the employee’s position. While most employees will have more than four, employees should be asked to identify the four most important objectives.

LEVELS: In Sections 1 and 3, there are four levels to describe the employee’s work performance:

1. **E = Exceeding Expectations.** This employee’s performance goes above and beyond what is required, and he/she continually expresses a desire and ability to excel.
2. **M = Meeting Expectations.** This employee completes all objectives expected of him/her.
3. **I = Improvement Needed.** Meets some but not all expectations of this objective or competency. Further effort, training or skills development may be needed.
4. **N = Not Meeting Expectations.** Performance does not meet the minimum standards of the job/role.