At KGH, performance management is an on-going process of communication between the manager and employee regarding performance expectations and results. This communication is formalized in writing with the completion of the Performance Management Form.

The Performance Management Process will kick off at the beginning of the calendar year. See the Performance Management Timeline for specific process steps and due dates.

**Section I: Performance Goals**

1. **Establish goals at the beginning of the calendar year:**
   1. **Performance goals**: the employee and their manager will establish specific and measurable performance goals to be accomplished during the calendar year. Goals should follow the SMART Method:

* **S**pecific – Define what is to be accomplished, along with actions necessary
* **M**easurable – Define the milestones or metrics that are to be used to track progress
* **A**chievable – The employee must possess the resources and necessary skills to achieve the goal. The goal must fall within the employees control and influence.
* **R**elevant – The goal must align with broader goals and be important to the mission of the project or company
* **T**ime-based – The time frame for accomplishing the goal must be defined and achievable within the performance year.
  1. **Professional goals**: the employee and manager may establish development goals to meet current or future job assignments. For each goal, development actions should be identified. Actions may include mentoring, job rotation, special assignments, professional association participation, conferences, seminars and external training
  2. **Weight goals**: assign a weight to each goal based upon relative importance. Total weight of all goals combined should equal 100%.

The employee and manager sign the form, each retaining a copy. The manager forwards the original signed form to HR.

1. **Interim review:** employees and managers will meet for an interim review to chart progress against goals. Prior to meeting each should review the goals and be prepared to discuss status using measurable data. The status against each goal is then documented.

The employee and manager sign the form, each retaining a copy. The manager forwards a copy of the signed form to HR.

1. **End of year review**: employees and managers will meet for the final review to chart progress against goals and to review work style effectiveness (Section II). Prior to meeting, each should individually review work style criteria and the goals and be prepared to discuss status using measurable data. The status against each goal is then documented.

**Section II: Assessment of Work Style Effectiveness**

During the end-of-year review, the manager shall evaluate the manner and effectiveness that characterizes the employee’s work approach.

**Assessment Scale**

Outstanding – the employee substantially exceeds performance requirements over a sustained period of time. This rating should be reserved for performance that is truly exemplary and accomplished in a manner that exemplifies the company values and behaviors.

Exceeds Expectations – the employee consistently exceeds performance requirements. Employees should display initiative, increase performance through collaboration and independent work, and achieve high-quality results consistently.

Meets Expectations – the employee meets and sometimes exceeds performance requirements. Employees should demonstrate the ability to consistently deliver products and/or services at their established job level.

Needs Improvement – the employee performs below performance requirements. The employee is unable to deliver against established standards, goals or objectives. Performance at this level will require corrective action.

**Section III: Summary**

End of year actions required to complete the performance management process:

1. Narrative Assessment – At the end of the calendar year, managers will provide a general summary of the extent to which the employee met their defined goals and their work style effectiveness.
2. Summary Assessment - At the end of the calendar year, managers will define their overall satisfaction with their employee’s performance by rating them on a 4-point scale.
3. Verification of Review – the manager and employee shall sign the form at time of development, at the 6-month interim review and after the final review is conducted at the end of the calendar year. By signing the form, the employee confirms that the performance appraisal has been discussed. Employee signature does not necessarily indicate agreement with the evaluation.