



STATE OF ARKANSAS

Department of Veterans Affairs
501 Woodlane Drive Suite 230C
Little Rock, Arkansas 72201
(501) 683-1386 / FAX (501) 682-4833

Asa Hutchinson
Governor

Nathaniel (Nate) Todd
Director

PERSONNEL

ADVAP 2-17

December 3, 2018

Performance, Goals and Compensation Systems (PGCS)

1. GENERAL: The Office of Personnel Management (OPM) has developed a performance evaluation and performance increase pay system for employees of all state agencies, boards, and commissions covered by the Uniform Classification and Compensation Act. The pay-for-performance system, called Performance, Goals and Compensation System (PGCS) is an electronic system accessed through the Empowering Arkansas State Employees (EASE) application.

OPM has determined statewide performance standards called Groups (formerly Duty Areas) and Measurements (formerly Standards). An agency will select from the [Groups and Measurements](#) to establish the criteria each employee will be evaluated on during the rating period. PGCS establishes five rating categories.

2. RATING CATEGORIES:

- a. **Role Model**

Employee's performance is exceptional and serves as a model for other employees. The employee made a major positive impact on the agency.

- b. **Highly Effective**

Employee's performance consistently surpasses established standards. The employee accomplished tasks and duties above requirements and made a positive impact on the agency.

- c. **Solid Performer**

Employee's performance meets all requirements for the position in a competent and proficient manner. This represents the expected level of performance as established by the agency director or supervisor.

- d. **Needs Development**
Employee's performance periodically falls short of requirements or the employee requires development in the position.
 - e. **Unacceptable**
Employee's performance is inadequate and the employee has demonstrated an inability or unwillingness to improve or meet requirements.
3. **NEW HIRES AND TRANSFERS:** All employees, regardless of their hire date, will be rated in April of every year. Employees hired into a position prior to April 2, 2018 will receive an evaluation for the FY18 rating period and may be eligible to receive a performance increase.
 4. **RATINGS AND AGENCY DEADLINE:** Ratings must be entered from April 2 – April 15. All ratings must be complete by **April 15** each year. Goals and measurements must remain the same all year long. Changes may be applied during the planning phase for the following year cycle.
 5. **DOCUMENTATION:** All ratings require documentation.. Managers should attach documentation to support the evaluation notes and measurement rating, both positive and negative. Documentation may include; Functional Job Description, Special Assignments, Positive Praise (letter, email, etc.), Corrective Action, Development Plans, Quantifiable Statistics, Career Development, etc.
 6. **DISTRIBUTION:** OPM will provide a normalized distribution curve; however, overall performance evaluation results will be determined by the agency director.
 7. **PERFORMANCE INCREASES:** Performance increases will be added to the employee's base salary instead of a one-time lump sum payment. Employees compensated at the maximum pay level will receive a lump sum payment. All increases are subject to the availability of funding as determined by the Governor and the Chief Fiscal Officer of the State. Funding and performance results will determine the final percentage increase for each agency. This is typically determined at the end of the fiscal year (early June).
 8. **CONFIDENTIALITY:** Performance evaluations are confidential documents and are not to be shared with individuals who do not require access. Any employee found to have violated confidentiality will be subject to disciplinary action up to and including termination. Scores remain confidential and must not be shared with employees until notified by Agency Human Resources.
 9. **FAILURE TO COMPLETE A PE:** A manager who fails to complete an employee's performance evaluation by the designated time may be ineligible for

a performance increase or subject to disciplinary action as determined by the agency director.

10. EMPLOYEES ON INACTIVE STATUS: An employee on extended leave without pay, including military leave, will be evaluated and receive an overall score during the same period as other employees. The salary increase will be effective when the employee returns to active pay status and will not be applied retroactively.
11. DISCIPLINARY ACTIONS: An employee who received a written disciplinary action during the rating period is ineligible to receive an overall rating of Highly Effective or Role Model.
12. PERFORMANCE-IMPROVEMENT PLAN: If an employee falls at or below “needs development” in one or more measurements, the supervisor should immediately address those areas and counsel with the employee. This will allow the employee an opportunity to improve in unacceptable areas before the end of the evaluation period. If at any time during the evaluation period the supervisor determines that the employee’s performance in one or more of the measurements OR the overall performance has fallen at or below a “needs development”, the supervisor should immediately place the employee on a performance improvement plan (PIP), address those areas, and counsel with the employee. The PIP will not exceed 90 calendar days initially. The supervisor should clearly define what is expected, consistently monitor, and provide feedback/counsel to the employee. If the employee’s overall performance improves, but not to the level of solid performance by the end of the initial stated period, the rater can extend, but is not required to extend, for an additional timeframe not to exceed 30 calendar days. If the employee does not exhibit performance improvement to the “solid performer” level at the end of the second period, the employee may be subject to a demotion, transfer, reassignment, or termination. If the employee is placed on a PIP, the terms and conditions should be documented and a copy sent to ADVA Human Resources for placement in the employee’s official personnel file. If the employee’s performance improves and the PIP is ended, written documentation of the PIP results should be sent to ADVA Human Resources for placement in the employee’s official personnel file. Employees are allowed to make a formal request for consideration of their performance evaluation rating. No more than one PIP may be executed within a single rating period. Failure of an individual to meet all standards within a rating period reflects upon the individuals overall performance and may be subject to a demotion, transfer, reassignment, or termination.
13. APPEAL PROCESS: OPM is not establishing a statewide appeal process. ADVA has established its own internal process for reviewing employee appeals of performance evaluations.

STEP 1:

An employee who does not agree with the evaluation may request, in writing, a review of the evaluation with the supervisor of the evaluator. This written request must be made within five working days of the initial performance evaluation meeting between the evaluator and the employee. The supervisor of the evaluator will schedule a meeting with the employee within two weeks of receipt of the request from the employee. The supervisor of the evaluator may also meet with the evaluator during the same two week period. Upon meeting with the employee, the supervisor of the evaluator will respond in writing within three business days to the employee's request.

STEP 2:

If an agreement is not reached between the employee and supervisor of the evaluator, the employee will request, in writing, a meeting with the administrator/division supervisor (if the administrator/division supervisor is not the supervisor of the evaluator). The written request by the employee must be made within five working days from the date of the supervisor of the evaluator's response. The administrator/division supervisor will schedule a meeting with the employee within two weeks of the receipt of the request from the employee. The administrator/division supervisor may meet with the evaluator and the supervisor of the evaluator during the same two week period. The administrator/division supervisor will then respond in writing to the employee's request within three business days following the meeting with the employee.

STEP 3:

If agreement is still not reached, the employee will request in writing within five business days from the date of the administrator/division supervisor's response, a meeting with the ADVA Deputy Director*. The ADVA Deputy Director* may meet with the employee, evaluator, supervisor of the evaluator, and/or administrator/division supervisor (if not the supervisor of the evaluator). The ADVA Deputy Director * will analyze the information and present the findings within fifteen days of the appeal request and prepare a summary of the findings and a determination. This will be submitted to the ADVA Director, the employee and all other management levels involved in the appeals process.

*Appeals filed by employees located in the ADVA Finance and Human Resources Section will not be reviewed by the ADVA Deputy Director; the ADVA Director will appoint a reviewer.

STEP 4:

If the employee is not satisfied, s/he may appeal to the ADVA Director in writing within ten business days of the date of the summary and determination from the ADVA Assistant Director.

STEP 5:

The ADVA Director will make a determination regarding disposition of the review within thirty business days. The ADVA Director may meet with the employee and/or all levels of management involved if necessary. The decision of the ADVA Director is final and

binding. In most cases, the employee will use the Appeal Process providing that the review is valid and presented within the rating period in question; however, an employee may utilize the ADVA EEO/Grievance Procedure regarding performance evaluations if the basis of the complaint is unlawful discrimination or the evaluation leads to disciplinary action.

By:

Nathaniel (Nate) Todd
Director