



THE COMMONWEALTH OF MASSACHUSETTS
 EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE
HUMAN RESOURCES DIVISION
 ONE ASHBURTON PLACE, BOSTON, MA 02108

DEVAL L. PATRICK
 Governor

TIMOTHY P. MURRAY
 Lieutenant Governor

MEMORANDUM

JAY GONZALEZ
 Secretary

PAUL DIETL
 Chief Human Resources Officer

TO: Cabinet Secretaries, Division Directors, and Agency Heads
CC: Secretariat HR Council, Human Resources Directors, ACES Coordinators, and ACES Trainers
FROM: Paul Dietl, Chief Human Resources Officer *Paul Dietl*
DATE: October 31, 2012
RE: Performance Evaluation Program Implementation Memo

Pursuant to Secretary Gonzalez’s memo dated August 10th, 2012 announcing the institution of a performance evaluation program in FY13, I am pleased to announce the commencement of the 2013 Performance Management Evaluation Program for managers which begins on **November 26, 2012** and ends on **October 11, 2013**. This program will ensure that all agencies have fair, transparent and on-time performance evaluations and to determine eligibility for any future merit-based wage increases that may be authorized. This is an important tool that will help us support the Governor’s Performance Management Program and will help us align all of our key goals and objectives, which all agencies and secretariats have already developed as part of this program.

Our intention is to establish a program that allows for flexibility at the agency level during implementation, within broad Commonwealth-wide parameters. Further direction will be provided prior to the final evaluation period.

Eligibility Requirements

Please note the following requirements for the 2013 Program:

- **In order to be eligible for authorized merit based pay increases, managers will need to complete all three stages of the performance management program, through ACES, which include planning stage, progress and final reviews;**
- HRD will allow for a 4-6 week window for managers to complete their mid-year and final reviews (as outlined in Attachment 1). This year, the deadline for agencies to enter final review ratings is **October 11, 2013**;
- Managers who are hired in the last quarter will not be eligible for the program and those hired mid-year will be eligible for a pro-rated increase; and
- All agencies will be required to complete their EPRS.

Managers who do not meet these requirements will not be eligible for merit pay (if implemented).

Key Activities and Dates

Planning Phase --Reporting Managers enter Manager Objectives and Career Growth Objectives on their 2013 form.	November 2012 – January 18, 2013
Progress Review Phase --Appraising Managers conduct Progress Review sessions with their Reporting Managers, and provide overall progress review ratings	March 4, 2013 – May 3, 2013
Final Review Phase --Appraising Managers enter final performance reviews by rating Manager Objectives, Career Growth Objectives, and Core Managerial Competencies, and provides an Overall Final Review rating.	August 2, 2013 – October 4, 2013

All final ratings are entered and sent to the ACES Coordinator.

October 11, 2013

Innovative Trainings to Support Managers

I am pleased to announce a new series of training resources for managers to implement the manager performance evaluation program. Over the next few weeks you will be receiving email communications (E-Bulletins) regarding key dates and reminders about the program. This year's program will include a multi-faceted training approach which will focus on new MassHR training programs and web-based tools, along with instructor-led and e-learning offerings.

We are encouraging our managers to engage in active and timely communications during all phases of the performance evaluation program. Frequent check-ins and one-on-one meetings promote a more valuable and effective evaluation process. HRD will provide a variety of training resources for our managers including a Performance Evaluation Toolkit, instructor-led trainings and e-learning modules.

An overview of the training plan is provided in Attachment A.

Thank you for your continued participation in the performance evaluation program. If you have questions, please contact Amy Lynch at amy.lynch@massmail.state.ma.us

Attachment A

ACES Online Planning System Training

These training tools have been developed for the Planning Phase and will soon be made available on HRD’s website. The tools are specifically designed for three skill levels: beginner, intermediate and advanced users to best meet the training needs of ACES Online users.

	Training Tool	Description	Target Users
1.	Quick Reference Guide	High-level guide of the ACES Online Planning Process	Advanced
2.	Job Aid	Step by step, detailed instruction of the ACES Online Planning Process	Beginner, Intermediate
3.	Writing SMART Objectives	Instructions on writing SMART (specific, measurable, achievable, realistic, and timebound) objectives	All users
4.	Career Growth Objectives Ideas	Suggestions for Career Growth Objectives	All users
5.	Cascading	Instructions on cascading feature	Any Secretariats and agencies opting in to use this feature

Training to Support Person-based Performance Evaluation

<i>Instructor-Led Training : Optional Standardized Curriculum</i>	
This instructor led curriculum may be customized to meet individual agency needs, but the basic concepts will be included in all training sessions.	
Training for Managers: 2-hour module available for agency delivery (instructor notes will be included). HRD will conduct train-the-train and offer initial courses as needed. Sample topics include: Having the Difficult Feedback Conversation; Eliminating Bias in Evaluations; The Importance of Ongoing Communication.	November 2012

<i>Email Communications: Effective Use of ACES as a Person-Based Performance Evaluation Tool</i>	
A series of short emails will be sent to all managers, tied to the ACES performance cycle, to include reminders regarding basic principles of effective performance evaluation and the availability of the manager’s toolbox resources.	
1. Planning Kick-Off	November 2012
2. First Check-In	February 2013
3. Mid-Year Kick-Off	March 2013
4. Second Check-In	June 2013
5. Third Check-In	August 2013
6. Final Kick-Off	September 2013

Manager's Online Toolbox: Person-Based Performance Evaluation Resources

A collection of job-aids, short eLearning programs, and other resources, available whenever needed.

Topics to be addressed include:

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| <ul style="list-style-type: none"> • Attendance • Attitude • Insubordination • Defensive, Angry Behavior • Unrealistic Perceptions of Performance • Language Barriers | <ul style="list-style-type: none"> • Failure to Communicate • The Mind Traps, and their impact on achieving goals • Motivating Employees • The Impact of a Low Performing Employee on Work Unit Morale |
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Additional Training Resources

<p>For Managers</p> <p>Coaching, Evaluating and Delivering Constructive Feedback: A series of 13 monthly emails.</p>	<p>Topic #1: What is Coaching</p> <p>Topic #2: Planning for Coaching</p> <p>Topic #3: Making Time for Coaching</p> <p>Topic #4: Effective Career and Performance Development</p> <p>Topic #5: Feedback for Positive and Negative Situations</p> <p>Topic #6: Effective Next Steps Planning</p> <p>Topic #7: Active Listening</p> <p>Topic #8: Avoiding Bias in Observation and Judgment</p> <p>Topic #9: Diffusing Difficult Situations</p> <p>Topic #10: Emotional Intelligence in the Workplace</p> <p>Topic #11: Remote Coaching</p> <p>Topic #12: Responding to Resistance</p> <p>Topic #13: Keys to Coaching Success</p>	<p>11/14</p> <p>12/5</p> <p>1/9</p> <p>2/6</p> <p>2/27</p> <p>3/20</p> <p>4/10</p> <p>5/1</p> <p>5/22</p> <p>6/19</p> <p>7/24</p> <p>8/28</p> <p>9/18</p>
<p>For all Employees</p> <p>Instructor-Led Classes</p>	<p>Effective Goal Setting and Follow Through</p> <p>Building and Maintaining a Results-Oriented Culture</p> <p>Problem Solving Strategies</p>	<p>Fall 2012</p> <p>Fall 2012</p> <p>eLearning</p>