14 Performance Management Partnership

14.1 OVERVIEW

This policy provides an overview of the Airports Authority's Performance Management Partnership (PMP) program.   PMP is a performance tool to help employees and supervisors collaborate on expectations, feedback, performance, and employee empowerment to achieve continuous improvement.

14.1.1 Purpose

PMP is a performance management strategy to create an organization that is healthy, balanced, efficient, and effective. It focuses service to customers and employees and value on results and teamwork.

14.1.2   Responsibilities

The key to making PMP a useful management tool depends on each individual fully supporting the process and carrying out his or her individual responsibilities.

14.1.2.1 Employees are responsible for:

- Providing input to the PMP goal planning process.

- Monitor progress against goals

- Contributing to the mid-year and final review by noting performance events and accomplishments.

- Raising questions or concerns about the performance management process.

- Identifying and participating in training and career development opportunities.

14.1.2.2 Supervisors (Raters) are responsible for:

- Helping employees identify and discuss individual performance factors (5 shared performance factors and 2-3 additional performance factors).

- Providing employees with clear expectations of performance.

- Reinforce positive behavior and performance.

- Supporting and providing resources for employees to meet performance goals.

- Engaging in on-going performance feedback.

- Conducting the planning, mid-year performance review and final evaluation meetings.

- Identifying performance deficiencies and providing assistance and support for correction.

- Assisting employees in career development (See Appendix 14A: Career Discussion Guide).

- Orienting new employees to PMP within one week of start date.

14.1.2.3 Second-level supervisors (Reviewers) are responsible for:

- Reviewing and approving all goals and weights for each of the four scorecard areas for their staff.

- Ensuring that all PMP guidelines are followed.

- Ensuring that planning, mid-year performance reviews and evaluation meetings are conducted.

- Confirming that documentation supports final ratings.

- Assuring that all ratings are provided to the Office of Human Resources and Administrative Services on time.

- Conducting all appeals within ten (10) calendar days of receiving appeal.

14.2 PROCESS

PMP consists of three phases: planning, managing, and evaluating. There are three required meetings between employees and supervisors -planning, mid-year performance review, and final evaluation. Generally, the planning phase occurs in December prior the evaluation year, managing is a year-round activity, and evaluating occurs in the months of October and November.

14.2 The Planning Phase

Before the beginning of the performance period, supervisors and managers develop group goals for each of the strategic initiatives:
- Safety, Security, Risk Reduction
- Financial Strength, Efficiency, and Accountability
- Competitive Airline Rates and Charges
- Fair Marketplace
- Incorporation of Industry Changes

Writing SMART Goals-Developing effective goals is critical to managing employee performance. PMP goals should be SMART -specific, measurable, achievable, results-oriented, and time-bound. See Appendix 14B for SMART goal criteria and a worksheet.

For each goal, the supervisor determines the group measures that will be used to determine whether the goal has been Far Exceeded, Achieved, or Did Not Achieve.

Supervisors communicate performance expectations for the upcoming performance period. The parties agree on the goals by signing in the Planning area of the PMP form. Supervisors have the final decision regarding goals if the parties disagree.

Key actions during the Planning Phase include the supervisor and employee:

- Reviewing key job responsibilities (specific requirements of the position set forth in the job description) and behaviors that the organization expects them to display.

- Identifying individual performance factors (5 shared performance

factors and 2-3 additional performance factors).

- Establishing individual performance goals through interactive discussions.

14.3   The Managing Phase

Throughout the performance period, raters (immediate supervisor) and employees should discuss significant performance events. Employees and raters are encouraged to make informal notes regarding significant events and accomplishments. These notes will be helpful when the rater and employee discuss achievement of goals and employee performance.

Raters are required to conduct a mid-year performance review with their employees between May and June. Raters and employees must sign and date the PMP form. Mid-year performance reviews are a critical component of the performance evaluation process. Raters will be held accountable for ensuring that mid-year performance reviews are properly conducted and are completed in a timely fashion.

While no individual numeric rating is provided to an employee at mid-year, raters must inform employees on their progress in meeting the goals and performance factors established in the Planning Phase. If an employee is not performing as expected or not making progress towards accomplishing the goals, the supervisor must note that in the mid-year comments section. The mid-year performance review is not subject to appeal.

14.3.2   Performance Feedback

There are two things that employees really want to know about their performance: what is expected from them and how they are doing towards fulfilling those expectations. This is the essence of performance feedback.

In addition to the required meetings with employees at the planning, managing and evaluation phases of PMP, supervisors should take 10 minutes a week to check in with each employee. The check-in time encourages clear and on-going communication between supervisors and their employees. Supervisors need only ask the following three questions:

> How are you doing?
> How do you think the team is doing?
> How can things be improved?

Supervisors are not required to do this, but it is highly recommended.   Regular communication among employees and supervisors about performance is the single

most important step in a successful performance management process.

Adding this practice to regular performance feedback is a way for supervisors and employees to simply communicate more about performance.

14.4   The Evaluating Phase

14.4.2.1 A supervisor must have a minimum of 90 days of performance in the position they are to be evaluated.

14.4.2.2 Employees hired after September 30 should receive feedback only.

14.4.2.3 Employees, who transfer teams, should have the most recent supervisor complete the evaluation unless the employee has yet to complete 90 days of work. If the employee has worked less than 90 days, the previous supervisor should complete the evaluation if still employed with the Airports Authority.

Each employee will receive two performance ratings which will be combined to form the overall evaluation rating. One rating will be assigned to each work group and communicated to each work group employee. Another rating will be assigned to each employee based on individual behavior demonstrated while contributing to work group goals. Employees may submit documentation of accomplishments during the performance period for consideration by the supervisor in final rating. The ratings are described below.

Ratings for Work Group Goals

Rating	For Each Measure	For Overall Measures Rating
FAR EXCEEDED	Actual results are significantly above the stated measure.	Work group performance is rated "Far Exceeded" for more than half of all measures. No measure received a "Did Not Achieve" rating.
ACHIEVED	Actual results are equal to or slightly above the stated measure.	Work group performance is rated "Achieved" or higher for at least half of all measures. No more than one measure received a "Did Not 'Achieve" rating**.**
DID NOT ACHIEVE	Actual results are below the stated measure.	Work group performance is rated "Achieved" or higher for less than half of all measures or two or more measures are rated "Did Not Achieve."

Ratings for Performance Factors

Rating	For Each Factor	For Overall Performance Factor Rating
FAR EXCEEDED	Supervisor establishes and Communicates to employee using behavioral indicators as a guide.	Employee performance is rated "Far Exceeded" for more than half of all factors. No factor received a "Did Not Achieve" rating.
ACHIEVED		Employee performance is rated "Achieved" or higher for at least half of all factors. No more than one factor received a "Did Not Achieve" rating.
DID NOT ACHIEVE		Employee performance is rated "Achieved" or higher for less than half of all factors, or two or more factors are rated "Did Not Achieve."

14.4.2.4 The second-level supervisor will provide the Group Rating and Results to each supervisor for their respective teams. Every member of the team is expected to receive the same rating for the group goals.

14.4.2.5 The firs-level supervisor will provide a rate for each employee on their individual and shared performance factors. If third parties are consulted, the supervisor should note these comments.

14.4.2.6 The Reviewer (second-level supervisor) reviews according to their responsibilities listed in section 14.1.2.3. He or she will sign the agreement in the Year-End Comment area of the PMP form.

14.4.2.7 Supervisors then schedule meetings with employees to discuss their performance and rating. Supervisors and employees sign the PMP form in the Year-End Comment area. All evaluation forms must be completed and submitted to the Human Capital Management (HCM) Performance and Business Readiness by November 30. Any supporting documentation should be kept by the supervisor.

~~o that Function. Vice Presidents evaluate and rate each Department within their~~
~~Function. In order to arrive at a fair and accurate overall rating, supervisors may seek~~

additional input from people who have directly observed, or have relevant information about, an employee's work during the evaluation period. While these third party individuals do not evaluate the employee using the 5-point rating scale, the supervisor may use these comments.

Ultimately, the supervisor is the one who evaluates and supports each rating.

Raters evaluate the performance of individual employees by scoring each of the four scorecard areas on a scale of 1-5. Final overall ratings of 1 (Shortfall) or 5 (Exceptional) require documentation and the approval of the Reviewer before the rating is communicated to the employee.

VPs are required
to provide the Office of Human Resources and Administrative Services a spreadsheet with all employee final ratings and a PDF version of each employee's evaluation form.

Overall Evaluation Ratings

The two performance ratings (for measures and factors) are combined to form the overall evaluation rating at year end. The nine possible overall evaluation ratings are shown in the matrix below.

1	2	5
Work Group Far Exceeded Measures & Employee Far Exceeded Factors	Work Group Achieved Measures & Employee Far Exceeded Factors	Work Group Did Not Achieve Measures & Employee Far Exceeded Factors
3 Work Group Far Exceeded Measures & Employee Achieved Factors	**4** Work Group Achieved Measures & Employee Achieved Factors	**8** Work Group Did Not Achieve Measures & Employee Achieved Factors
6 Work Group Far Exceeded Measures & Employee Did Not Achieve Factors	**7** Work Group Achieved Measures & Employee Did Not Achieve Factors	**9** Work Group Did Not Achieve Measures & Employee Did Not Achieve Factors

Ranking Overall Evaluation Ratings

The Performance Management Partnership places equal emphasis on work group achievement and individual behavior. As a result, several performance-rating combinations are considered to be equivalent. For example, the evaluation of an employee whose individual behavior was consistent with selected factors while working in a group that far exceeded work group goals, would be comparable to the evaluation of an employee whose behavior far exceeded selected factors while working in a work group that achieved its goals. This equivalency relationship between year-end overall evaluation ratings is shown below.

1	Most desirable overall evaluation rating
2 or 3	Less desirable overall evaluation ratings
4	Fully successful overall evaluation rating
5 or 6	Marginal overall evaluation ratings
7 or 8	Poor overall evaluation ratings
9	Least desirable overall evaluation rating

14.2.4.8 Performance Improvement Plans (PIP)-A PIP is a process used to resolve persistent performance problems and is a critical tool to help facilitate performance discussions, and to record areas of concern and ways to correct them. The PIP is a formal warning to the employee that performance/behavior is not meeting expectations. It provides for consistent feedback and allows an employee who is not meeting expectations the opportunity to succeed. Typically, PIPs are in place for a period of 30-120 days. The PIP is a component of an overall performance management process and may lead to a number of outcomes including a return to an expected level of performance, extension of the timeline for correcting performance discrepancy/behavior, reassignment, demotion or removal.

14.5 APPEALS: Non-bargaining Unit Employee Appeal Rights

14.5.1 Appeal Rights

- Only year-end **overall evaluation** ratings are subject to appeal.

- Any supervisor who disagrees with an overall evaluation rating assigned to the work group under his/her supervision may appeal the rating.

- Any employee who differs with the performance rating assigned to his/her individual behavior may appeal the rating.

Work Group Rating Appeal	Performance Factor Rating Appeal
1. Work group supervisor directs a written appeal to the *second level supervisor* within 10 days of receipt of rating.	1. Employee directs a written appeal to the *second level supervisor* within 10 days of receipt of rating.
2. *Second level supervisor* responds to appeal within 10 days after receipt.	
3. *Second level supervisor's* decision is final.	