

POLICY OF STATE OF DELAWARE DEPARTMENT OF CORRECTION	POLICY NUMBER 9.7	PAGE NUMBER 1 of 3
	RELATED ACA STANDARDS: 2-CO-1C-15, 2-CO-1C-21; 4-4064; 4-ACRS-7B-06; 4-APPFS-3D-17	
CHAPTER: 9 HUMAN RESOURCES AND EMPLOYEE MANAGEMENT RELATIONS	SUBJECT: EMPLOYEE PERFORMANCE PLANNING AND REVIEW	
APPROVED BY THE COMMISSIONER AND EFFECTIVE THIS DATE:		
 5/18/15		
APPROVED FOR PUBLIC RELEASE		

I. AUTHORITY: 11 *Del. C.* §6504, §6517; 29 *Del. C.* §8903; Merit Rules, Chapters 13 and 16

II. PURPOSE: To standardize the Performance Review and Planning process for the Department.

III. APPLICABILITY: All Department Merit employees.

IV: DEFINITIONS:

Performance Plan: Planning involves aligning an employee's work performance standards and expectations with the organization's strategic goals and mission. Planning begins by identifying the work to be completed and prioritizing the tasks to accomplish the work. Performance standards should include three components: the work to be accomplished; how it will be measured, and the expected level for success.

Employee Performance Review (EPR): A periodic work performance evaluation by the rater of how much, how well and the manner by which an employee performed his or her duties and responsibilities during the evaluation period.

Rating: The quality level of employee performance over a defined period of time.

Distinguished: Employee produces exceptional or commendable work in multiple responsibility areas on a consistent basis, and at least meets expectations in all other areas. Usually recognized by peers, internal and external leadership as a major contributor or expert in the field.

Exceeds Expectations: Employee exceeds standards set for one or more major responsibility areas, and at least meets expectations in all other areas. May sometimes produce exceptional work in one or more areas.

Meets Expectations: Employee meets standards set for all major responsibility areas without notable exception but may infrequently exceed or fail to meet standards in one or more major areas. (Please note that a single failure to meet a standard could separately subject employees to accountability under the "just cause" standard.) Performance is fully competent and dependable on a consistent basis.

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Needs Improvement: Employee fails to meet standards consistently in one or more areas of responsibility despite sometimes achieving or even exceeding standards in other areas. Opportunities for improvement have not been sufficiently met.

Unsatisfactory Performance: In one or more major responsibility areas, employee is chronically deficient. Employee has been unable or unwilling to meet minimally acceptable performance expectations in one or more areas despite being given opportunities to improve.

Evaluator: The person who assesses employee performance, usually the immediate supervisor.

Reviewer: A higher level manager than the evaluator, usually the evaluator's supervisor.

V: POLICY: Pursuant to Sections 9 and 16 of the Merit Rules, all merit employees of the Department of Correction shall receive performance plans and reviews.

VI: PROCEDURES

A. Performance Plans will be given to employees immediately upon their hire or promotion, or when a change in duties and/or supervision requires it. Additionally, an Improvement Plan is given when the employee receives a needs improvement or unsatisfactory to correct performance deficiencies.

1. Performance Plans shall minimally include: The agency mission and/or operational needs that the employee's job performance will affect; Duties, projects or performance standards that will be used for evaluation purposes and annual training standards for the classification as directed in *DOC policy 16.1 Employee Development*
2. The performance plan should be written and reviewed with the employee during the employee orientation period and prior to their initial assignment.
3. The performance plan must be signed by the employee, the employee's immediate supervisor and the reviewer (normally the reviewer is the supervisor's immediate supervisor).
4. A copy of the Performance Plan will go to the employee at the time it is implemented. Original document shall be submitted to the Human Resources Office for inclusion in the employee's Personnel File. Plans can be for a designated time period or from a start date until modified.

B. Employees are to be given Performance Reviews at the end of their probationary period or annually. If there is no new review after 12 months from the previous review date, the employee's performance will automatically be deemed "Meets Expectations" until a review is completed. A performance review should be completed when there is a change

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in supervision and there has not been a performance review completed during the preceding six (6) month period.

1. It is the policy of the Department of Correction to utilize a standardized format for the Employee Performance Review to evaluate work performance. The format uses the State of Delaware Performance Review template and adds 10 categories of performance to be evaluated by the rater. There are four (4) additional categories for Institutional Staff, if applicable. Narrative comments are authorized per the State Merit Rules and as deemed appropriate by the Rater. *A copy of the Performance Review will go to the employee when it is complete.*
 2. Performance Reviews are to be written and signed by the Rater, reviewed and signed by the Reviewer and presented to the employee by the Rater. The employee's signature on the review only signifies that they have read the review and does not signify that they agree with the review. If an employee disagrees with the review, he or she may add personal comments or a rebuttal in the space provided or attach a written statement. If an employee refuses to sign the Review, the Rater is to indicate near the employee signature space that the employee has refused to sign, but that he or she was provided a copy of the review.
- C. No rating period shall be less than 90 days.



The State of Delaware Employee Performance Review

Name, Job Title: _____ [EMPLID:]
 Department-Division-Section: _____
 Supervisor, Job Title: _____
 Date, or time period covered: _____

PERFORMANCE BY CATEGORY

(Mark appropriate box – one per category. Ratings above or below “Meets” requires documentation)

Performance Category	Distinguished	Exceeds	Meets	Needs Improvement	Unsatisfactory
Attendance					
Communication (verbal)					
Communication (written)					
Completion of assigned tasks					
Compliance with procedures					
Decision-making ability					
Dress and grooming					
Interpersonal relations					
Job knowledge/policy awareness					
Self-improvement					
Emergency response					
Inmate control and supervision					
Safety and Security					
Annual Training Requirement					

Areas where performance is distinguished or exceeds expectations, if any.

Areas where growth or skills/knowledge development is suggested or needed. If not applicable, please use this space and/or attach summary explanation of how employee meets expectations.

Employee documentation of performance events, comments, and/or self-review

We have met and discussed this document. The employee’s overall performance is: (Distinguished), (Exceeds Expectations), (Meets Expectations), (Needs Improvement). or is (Unsatisfactory). *Please circle one.*

Employee/date

Evaluator/date

Reviewer/date