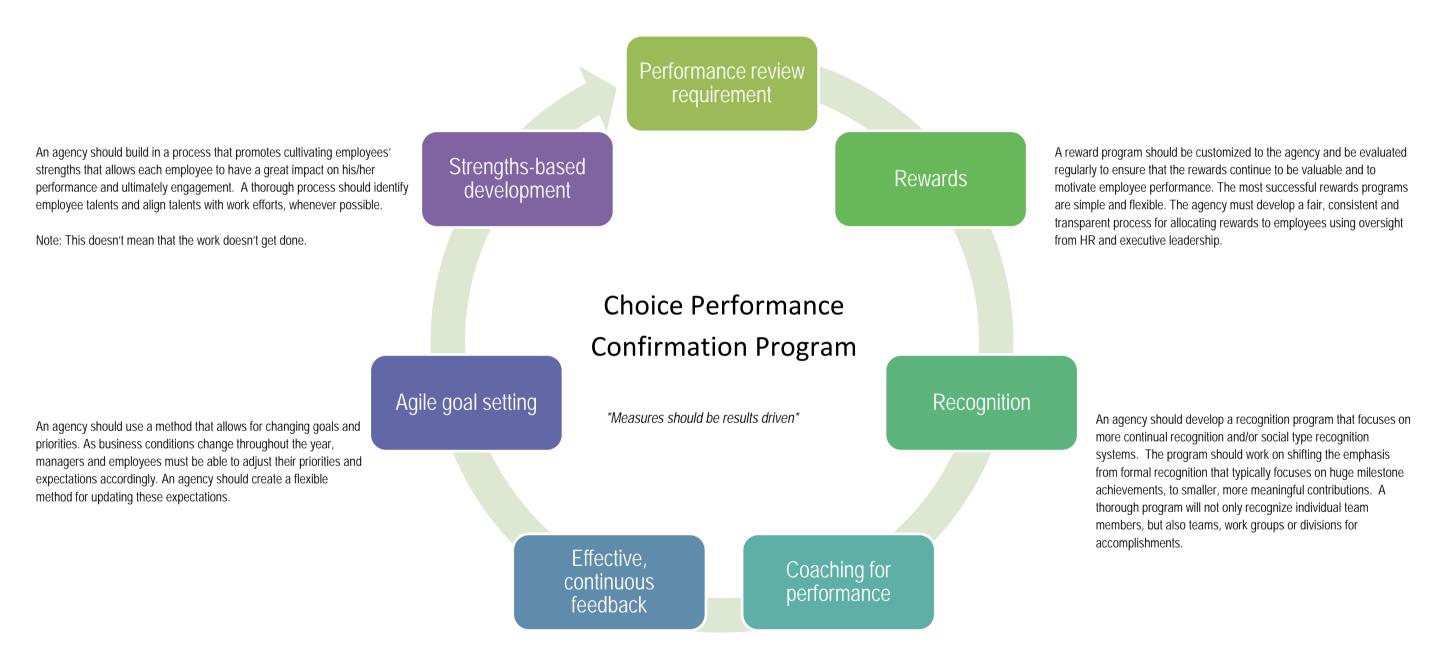
An agency must meet the minimum state WAC requirements for Performance Management (WAC 357-37). This includes but is not limited to:

- a. Employers must develop and implement a performance management policy outlining key points in their performance management program.
- b. Employers must provide employees with expectations for how they will be successful in performing their job duties.
- c. Employers must provide feedback for probationary employees or permanent employees serving a trial service period/transition review period before the employee attains permanent status, or on an annual basis for a permanent employee.
- d. Employers must use a standardized performance planning and evaluation procedure and form or an approved alternate.



A successful performance management program will feature a built-in process to give more just-in-time and meaningful feedback. The agency should have a program that provides feedback to employees at regular intervals that includes the flexibility of not always having to be documented in a formal PDP. This continual feedback allows managers to set new and updated expectations for short- and long-term priorities. It also allows managers to comment on recent work efforts and most importantly, provide course correct, coaching or updates to expectations.

A coaching program should emphasize an ongoing coaching relationship between managers and all employees, not just the choice few. Performance coaching can identify an employee's growth as well as plan and develop new skills. Using their coaching skills, supervisors evaluate and address the developmental needs of their employees and help them select diverse experiences to gain necessary skills. A thorough program includes training for both managers and staff as well as a way of measuring its success.

LEVELS OF THE CHOICE PERFORMANCE CONFIRMATION PROGRAM

