

 <p><b>Montana Operations Manual Policy</b></p>	<b>Category</b>	<b>Human Resources/ Employee Benefits</b>
	Effective Date	<b>11/25/2011</b>
	Last Revised	<b>09/21/2012</b>
Issuing Authority	<b>Department of Administration State Human Resources Division</b>	
<b>Performance Management and Evaluation Policy</b>		

**I. Purpose**

This policy establishes minimum standards for managing and evaluating performance and promoting employee development in Montana state government.

**II. Scope**

This policy covers all employees in Montana's executive branch except the Montana University System, the Montana State Fund, elected officials, personal staff of elected officials, and any other position specifically excluded under [2-18-103](#), [-104](#), and [-601\(6\)](#), MCA.

Agencies must follow the provisions of this policy unless they conflict with collective bargaining agreements, which will take precedence to the extent applicable.

**III. Procedures**

**A. Requirements**

1. Agency management, as defined by agency policy or rule, will regularly manage the performance of permanent employees. Agency heads are responsible for ensuring that managers evaluate employees at least once a year. Managers should involve employees in managing and evaluating their own performance.

2. Agency management will:
  - a. align performance management with the agency's mission and strategic plans, including objectives, goals, values, and vision; and
  - b. use employee performance goals and measures to further employee development whenever possible.
3. Agency management is encouraged to develop agency policies for managing and evaluating performance.
4. Nothing in this policy requires agency management to complete performance evaluations before initiating disciplinary action under the Discipline Handling Policy (ARM [2.21.6505](#) et seq.).

## **B. Employee Evaluations**

1. Agency managers will evaluate employees on their performance. Managers may also evaluate employees on competencies required for the position or work unit, including employee behaviors.
2. Agency managers will discuss performance with their employees on a regular, ongoing basis.
3. Employees may submit written responses to performance evaluations, which will be retained with the evaluation in employee permanent personnel records. If an employee chooses to submit a response, the employee must submit the response to his or her supervisor or agency designee within 10 working days of the evaluation. Agency management may establish a longer response period in the agency's performance management policy.

## **C. Grievances**

1. Employees may not grieve the content of a performance management plan, the evaluation, or the reviewer's comments.
2. In accordance with the Grievance Policy (ARM [2.21.8010](#) et seq.), permanent employees may grieve certain procedural errors. Employees may file grievances if agency management:
  - a. fails to inform an employee he or she will be evaluated according to the process established by agency policy;

- b. fails to inform an employee of changes made during the evaluation period;
  - c. fails to give an employee a copy of the completed evaluation and any reviewer comments; or
  - d. fails to advise an employee of the right to submit a written response.
3. Employees who have not attained permanent status may not grieve any aspect of their performance evaluation.

#### IV. Definitions

All definitions under [2-18-101](#), MCA, apply to this policy. The following definitions also apply:

**Behaviors:** Employee actions, reactions, and conduct, including interactions with others.

**Competencies:** Measurable or observable skills, abilities, and behaviors required for successful performance in a position, work unit, division, or agency.

**Evaluation:** The formalized process of providing feedback and documenting employee performance for an evaluation period.

**Evaluation Period:** A period of time over which an employee's performance is evaluated and documented. Evaluation periods typically last one year, but may be shorter.

**Performance Management:** An on-going, recurring process consisting of regular informal discussions and formal meetings during which employees are evaluated and provided feedback about their effectiveness in meeting goals and adhering to agency missions and values.