

# GROUP THREE MANAGERS PERFORMANCE MANAGEMENT AND COMPETENCY RATING FORM

## STANDARDS AND INSTRUCTIONS

- A. This form is used in accordance with Civil Service Commission Rule 2-3 and Civil Service Regulation 2.06 to document performance factors and objectives, required competencies, and the supervisor's evaluation of the employee's performance for: (1) probationary ratings, (2) progress reviews, and (3) annual ratings. This form is only used for employees classified as Group Three Managers.
- B. A probationary period is required upon: (1) hire, (2) promotion, and (3) lateral job change between departments to a different classification. A probationary period is not required, but may be established for a reinstatement or demotion.
- C. A full-time probationary employee shall be rated upon completion of six months and twelve months of service. Less than full-time probationary employees shall be rated upon completion of nine months and eighteen months of service. New hires without status shall also be rated upon completion of three months of employment.
- D. The supervisor or supervisor and employee must establish performance factors or objectives setting forth expectations for the rating period. Performance objectives should be briefly stated but specifically defined and should include expected outcomes. All relevant competencies must also be identified. Competencies measure behaviors or how the employee accomplishes the objectives. To obtain the competency rating scales associated with the fourteen competencies defined on pages 3 and 4 of this form, see Web site <http://www.michigan.gov/mdcs/0,1607,7-147-6875-22736--,00.html#CS1761> for details.
- E. At the beginning of each rating period, the supervisor must review the performance factors, objectives, and competencies with the employee and explain that they set the performance expectations for the rating period. The employee and supervisor must sign and date the form and retain a copy.
- F. The supervisor should provide regular performance feedback to the employee. Formal progress reviews may be given during the course of the annual review period.
- G. At the end of the review period, the supervisor shall evaluate the employee's performance and assign an overall rating. The employee's achievements in relation to the performance factors (what was accomplished) and the competency evaluation (how the objectives were accomplished) must be considered in determining the employee's rating. The supervisor's evaluation must be documented on the form. The supervisor must discuss the evaluation with the employee.
- H. **The probationary rating categories are "Unsatisfactory," "Meets Expectations," and "High Performing."** Meets Expectations and High Performing are satisfactory ratings. An Unsatisfactory probationary rating is discipline and may be the basis for additional discipline, up to and including dismissal.
- I. **The annual rating categories are "Needs Improvement," "Meets Expectations," and "High Performing."** A Needs Improvement rating is not discipline. If a Needs Improvement rating is issued, the appointing authority shall establish a plan for improving the employee's performance or behavior.
- J. All ratings must be completed within twenty-eight calendar days of the end of the rating period.
- K. The supervisor and employee must sign and date the rating as evidence of the review. The appointing authority must sign and date Unsatisfactory probationary ratings and Needs Improvement annual ratings.
- L. The appointing authority must notify the State Personnel Director of any Unsatisfactory ratings within twenty-eight calendar days of the rating.
- M. Training on performance management is available from the Civil Service Commission. See Web site <http://web1mdcs.state.mi.us/HRTDTrain/HRTDHome.asp> for details.

State of Michigan  
Civil Service Commission  
**Office of Classifications, Selections, and Compensation**  
P.O. Box 30002, Lansing, MI 48909

**GROUP THREE MANAGERS**  
**PERFORMANCE MANAGEMENT AND COMPETENCY RATING FORM**  
FOR PROBATIONARY RATINGS, PROGRESS REVIEWS, AND ANNUAL RATINGS

*Information and instructions for conducting probationary and annual reviews and evaluations are found in Civil Service Regulation 2.06, available from all human resource offices and the Civil Service Commission Web site, at [www.michigan.gov/mdcs](http://www.michigan.gov/mdcs).*

<b>Name</b>		<b>Employee I.D. No.</b>	<b>Position Code</b>
<b>Classification</b>		<b>Department/Agency/Bureau/Division</b>	
<b>Supervisor's Name</b>	<b>Supervisor I.D. No.</b>	<b>Review Period Start/End Dates</b> From: _____ To: _____	

**REVIEW OF PERFORMANCE FACTORS AND COMPETENCIES**

I certify that I have reviewed the performance factors and competencies identified on this form and received a copy.

I certify that the performance factors and competencies identified on this form provide the basis for evaluating this employee's performance during this rating period.

\_\_\_\_\_  
Employee's Signature and Date

\_\_\_\_\_  
Supervisor's Signature and Date

**PROBATIONARY RATING**

3 MONTH (NEW HIRE)  
 12 MONTH

6 MONTH  
 18 MONTH (PART-TIME)

9 MONTH (PART-TIME)  
 OTHER \_\_\_\_\_

**RATING:**     **Unsatisfactory**

**Meets Expectations**

**High Performing**

**PROGRESS REVIEW**

I certify that I have had a progress review and discussed my performance with my supervisor. My signature reflects only that a meeting occurred.

\_\_\_\_\_  
Employee's Signature and Date

I certify that the employee's progress has been reviewed with the employee.

\_\_\_\_\_  
Supervisor's Signature and Date

**ANNUAL RATING**

**RATING:**     **Needs Improvement**

**Meets Expectations**

**High Performing**

I certify that I have had the opportunity to review this rating and understand that I am to receive a copy of it. I understand that my signature does not necessarily mean that I agree with the rating.

\_\_\_\_\_  
Employee's Signature and Date

I certify that this rating report constitutes my evaluation of the performance of this employee for the period covered.

\_\_\_\_\_  
Supervisor's Signature and Date

I certify that I have reviewed this evaluation and concur with the rating given. **(Required only if rating is Needs Improvement or Unsatisfactory.)**

\_\_\_\_\_  
Appointing Authority's Signature and Date

Name	Review Period From: _____ To: _____
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**PERFORMANCE OBJECTIVES AND EVALUATION**

List the performance factors/objectives and accomplishments expected during the rating period. Revise and add factors/objectives, as necessary, throughout the rating period. Upon completion of the rating period, summarize the employee's accomplishments and performance.

Performance Factors/Objectives	Evaluation

Name	Review Period From:	To:
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## GROUP THREE MANAGER COMPETENCIES

Competencies are defined as the ability, skill, knowledge, and motivation needed for success on the job. The Group Three competency rating scales should be used to communicate expectations, determine competency ratings, provide feedback on performance, and identify areas for professional development and can be found at <http://www.michigan.gov/mdcs/0,1607,7-147-6875-22736--,00.html#CS1761>.

### RATING CATEGORIES

Probationary:	US — Unsatisfactory	ME — Meets Expectations (Satisfactory)	HP — High Performing (Satisfactory)
Annual:	NI — Needs Improvement	ME — Meets Expectations	HP — High Performing

CHECK ALL THAT APPLY	COMPETENCIES (Check and Evaluate All Relevant Competencies)	RATING
<input type="checkbox"/>	<p><b><u>Adaptability</u></b> — Maintains effectiveness when experiencing major changes in personal work tasks or the work environment; adjusting effectively to work within new work structures, processes, requirements, or cultures.</p> <p><b><u>Comments:</u></b></p>	<input style="width: 80px; height: 30px;" type="text"/>
<input type="checkbox"/>	<p><b><u>Communication</u></b> — Clearly conveys and receives information and ideas, through a variety of media, to individuals or groups in a manner that engages the audience, helping them understand and retain the message, and permitting response and feedback from the listener.</p> <p><b><u>Comments:</u></b></p>	<input style="width: 80px; height: 30px;" type="text"/>
<input type="checkbox"/>	<p><b><u>Customer Focus</u></b> — Makes customers and their needs a primary focus of one's actions; developing and sustaining productive customer relationships.</p> <p><b><u>Comments:</u></b></p>	<input style="width: 80px; height: 30px;" type="text"/>
<input type="checkbox"/>	<p><b><u>Decision Making</u></b> — Identifies and understands issues, problems, and opportunities; compares data from different sources to draw conclusions; uses effective approaches for choosing a course of action or developing appropriate solutions; and takes action that is consistent with available facts, constraints, and probable consequences.</p> <p><b><u>Comments:</u></b></p>	<input style="width: 80px; height: 30px;" type="text"/>
<input type="checkbox"/>	<p><b><u>Innovation</u></b> — Generates innovative solutions; tries different and novel ways to deal with work problems and opportunities.</p> <p><b><u>Comments:</u></b></p>	<input style="width: 80px; height: 30px;" type="text"/>
<input type="checkbox"/>	<p><b><u>Technical/Professional Knowledge and Skills</u></b> — Possesses, acquires, and maintains the technical/professional expertise required to do the job effectively and to create customer solutions. Technical/professional expertise is demonstrated through problem solving, applying technical knowledge, and product and service management for the functional area in which one operates.</p> <p><b><u>Comments:</u></b></p>	<input style="width: 80px; height: 30px;" type="text"/>

Name	Review Period From: _____ To: _____
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MANAGING ACTIVITIES AND RESOURCES		
<input type="checkbox"/>	<p><b><u>Delegating Responsibility</u></b> — Allocates decision-making authority and/or task responsibility to appropriate others to maximize the organization's and individual's effectiveness.</p> <p><b><u>Comments:</u></b></p>	<input type="text"/>
<input type="checkbox"/>	<p><b><u>Planning and Organizing Work</u></b> — Establishes courses of action for self and others to ensure that work is completed efficiently.</p> <p><b><u>Comments:</u></b></p>	<input type="text"/>

MANAGING PEOPLE AND TEAMS		
<input type="checkbox"/>	<p><b><u>Aligning Performance for Success</u></b> — Focuses and guides others in accomplishing work objectives.</p> <p><b><u>Comments:</u></b></p>	<input type="text"/>
<input type="checkbox"/>	<p><b><u>Building Trust</u></b> — Interacts with others in a way that gives them confidence in one's intentions and those of the organization.</p> <p><b><u>Comments:</u></b></p>	<input type="text"/>
<input type="checkbox"/>	<p><b><u>Developing a Successful Team</u></b> — Uses appropriate methods and a flexible, interpersonal style to help develop a cohesive team; facilitating the completion of team goals.</p> <p><b><u>Comments:</u></b></p>	<input type="text"/>
<input type="checkbox"/>	<p><b><u>Managing Conflict</u></b> — Deals effectively with others in antagonistic situations, using appropriate interpersonal styles and methods to reduce tension or conflict between two or more people.</p> <p><b><u>Comments:</u></b></p>	<input type="text"/>

LEADING CHANGE		
<input type="checkbox"/>	<p><b><u>Building Partnerships</u></b> — Identifies opportunities and takes action to build strategic relationships between one's area and other areas, teams, departments, units, or organizations to help achieve business goals.</p> <p><b><u>Comments:</u></b></p>	<input type="text"/>
<input type="checkbox"/>	<p><b><u>Facilitating Change</u></b> — Encourages others to seek opportunities for different and innovative approaches to addressing problems and opportunities, facilitating the implementation and acceptance of change within the workplace.</p> <p><b><u>Comments:</u></b></p>	<input type="text"/>