



Department of Transformation and Shared Services

Governor Sarah Huckabee Sanders

Secretary Leslie Fisk

Director Kay Barnhill

February 14, 2024

The Honorable Breanne Davis, Co-Chairperson
The Honorable Mark Berry, Co-Chairperson
Uniform Personnel Classification and
Compensation Plan Subcommittee
Arkansas Legislative Council
State Capitol Building, Room 315
Little Rock, Arkansas 72201

Dear Co-Chairs:

The Arkansas Department of Transformation and Shared Services (TSS) submits for your review the proposed policies and procedures regarding the statewide performance pay system for the current fiscal year, FY24.

Your review of this item is greatly appreciated.

Respectfully submitted,

Kay Barnhill
State Personnel Director

LF/cmb



Department of Transformation and Shared Services Office of Personnel Management

Policy Title: MyARPerformance—State Employee Performance Evaluation and Compensation

Policy Number: 29

Authority: Ark. Code Ann. § 21-5-1001 and § 21-5-1101

Effective Date: FY2024

Arkansas state employees occupying regular positions within the executive branch are required to be formally evaluated once each year. This does not include extra help positions. The purpose of the formal performance evaluation process is to allow evaluating managers to establish job performance expectations, communicate those expectations to their employees, ensure their employees are held accountable, recognize outstanding performance, notify employees of areas that need improvement, and reinforce ethical behavior. The evaluating manager is to provide accurate and actionable feedback that helps an employee develop his or her behavior. Evaluating managers are expected to meet with their employees throughout the year to timely address any performance concerns and provide encouragement for good performance.

The Office of Personnel Management (OPM) has developed the performance evaluation system and is responsible for managing the system and implementing performance compensation for eligible employees. The performance system, called MyARPerformance is an electronic system accessed through the Empowering Arkansas State Employees (EASE) application.

There are (7) performance standards categories:

- Customer Service (Internal and External)
- Communication
- Accountability
- Professionalism
- Initiative
- Job Knowledge, Skills, and Work Product
- Supervisory/Leadership

The performance standards categories include the typical functions that are expected within that standard. Each department will determine the standards that are job-related for each position and will select the standards that each employee is evaluated and rated against. Each department may choose to establish additional job functions and expectations that are not already included as typical functions within the OPM-developed standards. The same standards should be selected and established for employees who perform the same or similar job functions.

During the rating phase of the process, evaluating managers will score an employee's job performance based on one of the below ratings:

- 1—Unsatisfactory
- 2—Needs Improvement
- 3—Meets Expectations
- 4—Exceeds Expectations

OPM has created a rating definitions matrix as a guidance tool to assist evaluating managers in determining what performance levels are expected within each rating group. The evaluating manager must include sufficient documentation to support an employee's overall rating. Evaluating managers can upload their supporting



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documentation within the EASE manager performance tile. Prior to conducting the rating, evaluating managers shall request their employees provide any documentation they would like to be considered. Evaluating managers should consider any documentation provided by the employee when conducting their evaluation; however, any documentation provided by the employee does not guarantee the employee will receive a higher rating. An employee will not be penalized for not providing documentation.

The MyARPerformance system allows evaluating managers to request a partial appraisal be conducted by anyone who may have direct and relevant knowledge of the employee's job performance during the evaluation period. This could include the employee's previous manager if management changed during the evaluation period, a customer, client, or vendor, or other department leadership.

Performance evaluations are confidential documents. Evaluating managers and other department leadership must not share or discuss evaluations with any employee who does not require access or have a legitimate business need. Any employee found to have violated confidentiality regarding another employee's evaluation may be subject to disciplinary action as determined by his or her department.

Performance Review Committee—Each department must establish an internal review committee that reviews all performance evaluations within that department. The purpose of the review committee is to ensure both accurate and consistent performance standards are established within a classification as well as accurate and consistent performance evaluation results with sufficient supporting documentation. Departments must submit to OPM the names and job titles of all committee members for approval.

Performance results—Department Secretaries are expected to review overall employee performance results prior to the final submission to OPM. OPM will closely review each department's final evaluations and may contact a department if an evaluation is determined to not include sufficient justification or documentation to support the overall rating.

Eligibility for performance compensation—An employee must have been employed by the executive branch since July 1, 2023, and must have remained with their department beginning January 2, 2024, through June 30, 2024, to be eligible for performance compensation as determined by their overall rating. Employees who transfer, promote, or demote between departments after January 2, 2024, are ineligible to receive performance compensation. The evaluating department will be responsible for marking these employees as ineligible for performance compensation in AASIS. Departments must still evaluate these employees.

A department is prohibited from establishing mandated scores based on an employee's non-disciplinary probation status. These employees should be evaluated based on their job performance, scored accordingly, and may be eligible for performance compensation based on their overall rating and satisfying the July 1, 2023, and January 2, 2024, service requirements.

Disciplinary Actions—An employee who received a disciplinary probation, suspension, or involuntary demotion during the performance evaluation cycle is ineligible to receive performance compensation regardless of the employee's overall rating.



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Performance Compensation—The performance compensation percentage is determined by the Governor. Performance compensation is added to an eligible employee's base salary around the beginning of the next fiscal year. Eligible employees who are compensated near, equal to, or above their maximum pay level may receive their performance compensation as an increase to their base salary, with the resulting salary exceeding the maximum pay level, only after prior approval by Legislative Council.

Failure to Complete a PE—An evaluating manager who fails to complete an employee's performance evaluation by the designated deadline is ineligible for performance compensation and may be subject to disciplinary action as determined by his or her department.

Inactive Status—An employee on extended leave without pay, including military leave, will be evaluated and scored during the same rating period as other employees. An employee who is eligible for performance compensation will receive their increase effective when the employee returns to active pay status. The performance compensation will not be applied retroactively.

Appeal Process—Departments are required to establish a process that allows employees an opportunity to appeal their performance evaluation. The written appeal must be submitted to the evaluating department's Performance Review Committee no later than three (3) business days after the results are published on EASE. Prior to the rating phase, each department must submit their appeal process to OPM for approval.

Performance Improvement Plan (PIP)—An employee who receives an overall rating of Unsatisfactory or Needs Improvement, and who the department is considering for continued employment, must be placed on a PIP by their supervisor. The PIP should be for at least 30 days, but no greater than 90 days, and must identify the expected level of performance and ways for the employee to achieve it.

State of Arkansas
FY24 Performance Evaluation Rating Category Matrix

Instructions: This document is to be used as a tool for rating employees and is not intended to address every aspect of the standard

	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations
Customer Service	<p>Fails to interact with customers politely and is not attentive to customer needs</p> <p>Fails to confirm or understand customer needs and does not respond or provides limited or partial service or answers</p>	<p>Inappropriately reacts to situations rather than being empathetic to the needs of the customer</p> <p>Is difficult to contact in person or over the phone</p> <p>Takes an unreasonably long time in responding to requests and issues</p>	<p>Greets customers respectfully and positively</p> <p>Remains patient, calm and polite in all situations</p> <p>Willingly provides assistance and useful information</p> <p>Takes appropriate actions to remedy customer service issues</p> <p>Listens attentively to understand the needs of the customer, client, or vendor</p>	<p>Is fully available and attentive to the customer</p> <p>Consistently exceeds customer expectations</p> <p>Anticipates customer needs and goes the extra mile</p> <p>Works to prevent future occurrence of issues</p> <p>Maintains a professional demeanor at all times</p> <p>Acts respectfully to defuse even the most difficult situations</p>
Communication	<p>Fails to communicate the agency’s vision mission, and goals</p>	<p>Demonstrates an unwillingness to listen to others, does not consider others’ viewpoints, or talks over others</p> <p>Develops written and/or verbal communications that are confusing, void of critical messages, misrepresent facts and fails to consider the target audience</p>	<p>Actively listens to others to gain a better understanding of their viewpoints and maintains a professional demeanor when delivering unwelcome information</p> <p>Uses appropriate grammar, punctuation, and spelling in formal communications</p> <p>Fosters dialogue by being open and respectful</p> <p>Effectively communicates verbally</p> <p>Effectively communicates the agency’s vision, mission, and goals</p>	<p>Actively encourages a respectful and open exchange of ideas and viewpoints, defuses conflict, and attempts to reconcile differences</p> <p>Consistently selects the best method to deliver the message so that it is easily understood, asks questions to confirm understanding and explains in a different way if target audience has difficulty understanding the message</p> <p>Communicates the agency’s vision, mission, and goals in such a way that employees, at all levels, fully understand their role in achieving agency goals</p>

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Accountability	<p>Fails to take ownership of personal or team performance</p> <p>Is frequently tardy or absent without approval; abuses leave</p>	<p>Does not make arrangements to ensure work responsibilities and commitments are maintained for planned absences</p> <p>Occasionally “bends the rules” when faced with pressure from customers</p>	<p>Takes ownership of successes and failures and learns from experience; makes principled decisions and addresses unethical behavior by others</p> <p>Uses resources as expected, resulting in quality work that stays within established budgets</p> <p>Adheres to the agency’s attendance requirements</p> <p>Arranges for work responsibilities and commitments during planned absences</p>	<p>Takes full responsibility for all decisions</p> <p>Seeks innovative ideas to leverage successes and anticipates and prevents failures</p> <p>Consistently maintains the highest ethical principles and assists others to do the same</p>
Professionalism	<p>Fails to adapt well to changing circumstances</p>	<p>Occasionally falls short of professional standards applicable to the job</p> <p>Does not maintain poise through most situations</p> <p>Demonstrates behavior that is inconsistent with ethical standards</p>	<p>Demonstrates behaviors consistent with standards for professional, organizational, and ethical conduct. Applies rules and regulations in a consistent, transparent, and unbiased manner</p> <p>Understands and works within the scope of practice defined by her/his profession, licensing body, and/or the specific position in the agency as it relates to acquired education, training, and experience</p>	<p>Demonstrates the highest level of personal integrity, even in challenging situations</p> <p>Often goes above and beyond to maintain a positive workplace environment</p> <p>Consistently models exceptional professional behavior</p> <p>Is prepared for meetings, sets the standard for punctuality and commitment to the job</p>
Initiative	<p>Unable to complete work on own when work should be completed independently</p> <p>Does not seek out information if unsure how to complete an assignment</p>	<p>Needs reminders to complete work assignments</p> <p>Only concerned with meeting minimum standards; rarely attempts to achieve more than the minimum required</p>	<p>Completes assignments without the need for prompting</p> <p>Successfully completes most assignments independently but may require additional support when faced with unfamiliar tasks or situations</p>	<p>Completes assignments without prompting and takes initiative to keep supervisor periodically advised of progress</p> <p>Always puts forth the effort needed to perform well even on the most difficult and challenging assignments</p> <p>Successfully completes tasks with minimal guidance</p>

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			Seeks out information on own initiative and follows up with supervisor for guidance or direction as needed	Demonstrates the ability to complete even unfamiliar tasks by applying prior experiences and knowledge or doing research to gain necessary understanding
Job Knowledge, Skills, and Work Product	Does not demonstrate the fundamental working knowledge required Struggles to address technical or functional issues; has difficulty communicating technical or functional issues to others	Limited knowledge of relevant and applicable technical or functional topics outside of immediate area of practice Allows professional or job-related knowledge and skills to become antiquated	Competently performs the job and addresses issues as they arise Maintains knowledge of relevant technical or functional topics Communicates technical or functional issues and resolutions in understandable fashion Engages in continuous learning opportunities of own accord without prompting Incorporates professional, industry or career trends in work, planning and decision making	Consistently applies expert knowledge and skill in all work activities Known and respected as an expert in a particular technical or functional field Maintains a thorough working knowledge of a broad range of technical or functional topics applicable and relevant to the agency including emerging issues, new technologies and discoveries Anticipates and creatively addresses the most difficult technical or functional issues in advance; guides customers and colleagues with expert knowledge and communication Seeks out continuous learning opportunities to maintain state of the art knowledge
Leadership	Fails to involve team in defining goals and planning the ways to achieve success Provides feedback to team members inconsistently or not at all	Avoids presenting feedback that will not be well-received Does not maintain an understanding of where the team is toward reaching its goals or provide reports on team progress	Involves team members in defining ways to achieve desired results and defining expectations about how team members will work together to accomplish goals Provides both positive and negative feedback to team members to keep them on track toward meeting goals	Gains commitment and encourages mutual accountability among team members Motivates team members to perform at their highest level by example Consistently monitors team performance and progress toward goals

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			<p>Is available as a resource for subordinates and peers</p> <p>Monitors team performance and provides updates to team members and relevant stakeholders on a regular basis</p>	<p>Takes action when progress is delayed or impeded, and provides complete and informative reports on progress</p> <p>Sets up methods to evaluate overall team effectiveness and individual team member contributions; identifies performance issues and addresses them with team members</p>
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STATE OF ARKANSAS PERFORMANCE EVALUATIONS



FY24 Standards

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Customer Service (Internal and External)

Typical functions for Customer Service:

- Demonstrates a service-minded and positive attitude by providing helpful, courteous, responsive, and knowledgeable service
- Works to understand people and information before making judgments and responding
- Responds quickly to meet customer needs and resolve problems
- Takes the required actions to meet needs effectively and exceed a customer's/client's/vendor's expectations
- Seeks opportunities to improve the products or services to meet customer needs
- Establishes and maintains effective relationships with customers and gains their trust and respect

☐ Department Measurement

If this box is checked, the rating manager must fill in the text box to establish any additional measurement(s) and job-related expectations.

Communication

Typical functions for Communication:

- Respectfully listens to others to gain a full understanding of issues
- Uses multiple resources or means to organize and present information in a clear and concise manner
- Appropriately adapts the message, style, and tone to accommodate a variety of audiences
- Communicates effectively with others and treats others with respect
- Elicits thorough and thoughtful discussion and questions to accomplish tasks and goals
- Uses correct grammar, punctuation, and spelling

☐ Department Measurement

If this box is checked, the rating manager must fill in the text box to establish any additional measurement(s) and job-related expectations.

Accountability

Typical functions for Accountability:

- Demonstrates a dedication to the agency's mission, goals, and objectives
- Demonstrates a commitment to delivering on his/her public duty and presenting oneself as a credible representative of the agency to maintain the public's trust
- Accepts full responsibility for individual decisions and team contributions; does not shift blame on others
- Prompt and regular in attendance; arrives on time; absent only with prior approval and in rare emergencies
- Prioritizes and completes work to meet deadlines and makes effective use of discretionary time
- Complies with agency policies and standards

☐ Department Measurement

If this box is checked, the rating manager must fill in the text box to establish any additional measurement(s) and job-related expectations.

Professionalism

Typical functions for Professionalism:

- Demonstrates competence and reliability about the job and work environment; maintains poise in stressful situations
- Collaborates with co-workers to further the agency's mission
- Demonstrates commitment and willingness to work together in finding solutions to complete tasks and goals
- Adapts to changing conditions and new technologies easily and positively
- Accepts constructive criticism and suggestions and adjusts performance or behavior accordingly
- Demonstrates personal integrity and does not misrepresent facts for personal gain; pursues honesty and adheres to ethical standards

☐ Department Measurement

If this box is checked, the rating manager must fill in the text box to establish any additional measurement(s) and job-related expectations.

Initiative

Typical functions for Initiative:

- Looks for improvements and efficiencies to streamline processes and/or procedures
- Identifies actions necessary to achieve goals
- Analyzes a problem and develops a plan of action considering all relevant factors
- Seeks appropriate input when uncommon situations arise
- Develops creative, practical solutions

☐ Department Measurement

If this box is checked, the rating manager must fill in the text box to establish any additional measurement(s) and job-related expectations.

Job Knowledge, Skills, and Work Product

Typical functions for Job Knowledge, Skills, and Work Product:

- Demonstrates knowledge and skills required for successfully carrying out job responsibilities; pursues opportunities to obtain new knowledge and skills
- Applies the most efficient, effective, and safest (where applicable) methods in completing job duties and responsibilities
- Demonstrates and effectively applies appropriate scope of knowledge and skill in a technical or functional area
- Uses appropriate resources and techniques to deliver accurate results and/or services
- Demonstrates a focus toward producing an organized, high-quality work product
- Assignments and projects are completed by established deadlines

☐ Department Measurement

If this box is checked, the rating manager must fill in the text box to establish any additional measurement(s) and job-related expectations.

Supervisory/Leadership

Typical functions for Supervisory/Leadership:

- Clearly establishes and effectively communicates expectations and provides feedback and recognition
- Approves timesheets and performance evaluations in a timely and appropriate manner
- Monitors performance and provides effective feedback and coaching
- Identifies development needs and helps employees to achieve optimal performance and gain valuable skills
- Organizes and motivates employees to accomplish work goals and tasks
- Is available and accessible as a resource and support
- Mentors and coaches employees to contribute to the employee's growth and development
- Provides effective dispute resolution skills to resolve conflicts
- Makes tough decisions and settle disputes in a respectful and professional manner
- Understands and assigns the proper allocation of resources for the purpose of getting work done within a defined timeframe

☐ Department Measurement

If this box is checked, the rating manager must fill in the text box to establish any additional measurement(s) and job-related expectations.