

NASPE 2010 Eugene H. Rooney, Jr. Award Nomination

Category: Innovative State Human Resource Management Program

Program Title: E-Performance Management System

State: Georgia

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Project Summary:

In July 2009, the state of Georgia successfully launched the first statewide implementation of an online employee performance management system, known as ePerformance. Last year, Georgia began implementation of a new performance management program which focuses on employee pay for performance. This new process utilizes PeopleSoft ePerformance to increase employee accessibility and create consistency by focusing on goals and competencies throughout the enterprise. The ePerformance system not only provides standardized performance management process, but it also drives individual and organizational performance improvements, improves accountability, and further, supports Governor Sonny Perdue's vision of Georgia being the "best managed state and an employer of choice." This state-wide initiative transformed an outdated, paper-based performance review business process to a self-service, comprehensive performance management system.

1. Please provide a brief description of this program:

In July 2009, the State Personnel Administration implemented a strategic initiative to improve the state's employee Performance Management Process. Under the leadership of the SPA, Georgia began implementation of a new performance management program which focuses on pay for performance. This process utilizes PeopleSoft ePerformance module, which is an online employee performance management system, to increase employee accessibility and create consistency by focusing on goals and competencies throughout the enterprise.

The program provides:

- Increased involvement for both manager and employee during the entire evaluation process, from developing the performance plan to evaluating and identifying areas for future growth
- Collaborative planning, which uses employee input, planning, and self-evaluation.
- Supporting PeopleSoft technology with easy access and use for managers and employees and is available for use by multiple users and integrated with other HR functions.
- Results, goals, and competencies
- Measurable criteria, which leads to improved accuracy and fairness
- Aligns employee goals with agency goals
- Enhanced accuracy, consistency, and timeliness of reviews
- Ongoing coaching by manager, which accommodates employee input
- Enables feedback on an interim basis

1. How long has this program been operational (month and year)?

Statewide implementation of the new process and online system began in July 2009.

2. Why was this program created? What problem(s) or issues does it address?

Statewide employee evaluations were not based on the same guidelines and consequently there was inconsistency in performance management. This new approach brings consistency among state entities with the establishment of a common platform and guidelines for agencies. The result is a fair process for performance-based incentives. Further, the e-Performance system transformed employee performance evaluations from a paper process to an electronic self-service process.

3. Why is this program a new and creative method?

This program has provided an enterprise-wide and consistent employee performance program to state agencies that have extremely diversified functions. As Phase 1 closed out and Phase Two began, 57 new state entities were transitioned into e-Performance (agencies, authorities and public health districts). Enterprise-wide training was conducted, which included training for HR administrators, training facilitators, and managers. Agencies were well-prepared to begin the planning process for the fiscal 2010 Performance Planning Year. Agency customers continue to have access to the e-Performance website, helpdesk, and additional consulting services, as needed throughout the Performance Management life-cycle.

4. What was the program's start up costs?

Start up costs of approximately \$450,000 to stand-up the online system on the PeopleSoft platform includes fit/gap analysis, design, strategy, development, change management and training.

5. What are the program's operational costs?

Operational costs of approximately \$60,000 include one full-time employee for the Help Desk and regular system maintenance.

6. How is this program funded?

The program is funded through assessed fees that SPA receives from agencies.

7. Did this program originate in your state?

This performance management model is used in the private sector, but Georgia is the first public sector entity to launch statewide implementation of standardized performance management processes that utilize an online employee performance management system.

8. Are you aware of similar programs in other states?

No. Georgia is the first state to implement a statewide online employee performance management system.

9. How do you measure the success of this program?

The success of the program is based on the feedback we receive from our customers. During pilot phase, we used the feedback received for agency HR staff and employees to make process and system adjustments prior to the statewide launch. Since statewide implementation, we have hosted quarterly forums with state HR professionals and meetings with the state ADA Council to solicit their feedback on the system and process improvements.

10. How has the program grown and/or changed since its inception?

Initially, the ePerformance system was rolled out during Phase 1 implementation to nine pilot agencies with approximately 25,000 state employees. The statewide launch, completed July 1, 2009, phased in the remaining 63,000 employees online. The phased implementation plan allowed for workforce acceptance of the new online performance review process while providing a flexible delivery model that successfully transferred implementation knowledge for the second phase of the project roll-out. Accessibility enhancements were made to the system in February to accommodate the needs of the state's disable community and additional enhancements are underway.