

2.13 PERFORMANCE PLANNING AND EVALUATION

The Virginia Department of Social Services (VDSS) uses the following as the foundation for establishing uniform guidance related to performance planning and evaluation:

- **Commonwealth's (DHRM) Policy 1.40, Performance Planning and Evaluation.**

Commonwealth policy 1.40 provides the following four options when employees maintain Below Contributor performance during the Three (3) Month Re-Evaluation period:

1. Demotion
2. Reassignment
3. Reduction in Duties
4. Termination

Please refer to Commonwealth policy for full explanation of each of the options listed above.

http://www.dhrm.virginia.gov/hrpolicy/web/pol1_40.html

VDSS Guidance



AUTHORITY, INTERPRETATION, AND REVISION:

This guidance is issued by the VDSS. The Department's Director of Human Resources (HR) or designee is responsible for the agency's interpretation of this guidance and for its revision or rescission.

RE-EVALUATIONS OF "BELOW CONTRIBUTOR" OVERALL

I. INTERIM ASSESSMENT

- A. The supervisor should consult with the Division of Human Resources at least mid-way through a re-evaluation period to discuss the employee's progress toward the performance re-evaluation plan measurements.
- B. If the employee's progress does not indicate steady improvement toward an overall "Contributor Rating", the supervisor should consider whether there could be alternatives to discharge available at the time of the re-evaluation.
 - a. The supervisor should identify any valid vacancies in the agency that appear to match the employee's ability to perform.

II. ALTERNATIVES TO DISCHARGE - LIMITATIONS

- A. The Department of Social Services will not create jobs for the purpose of salvaging an employee who has sustained performance at the "Below Contributor" level.

- B. The Department will consider demotion and reassignment to valid jobs/positions that were established prior to the date on which the employee was rated "Below Contributor" on the annual evaluation.
 - a. Valid jobs/positions are those that are funded and approved to fill.
 - b. The employee must be minimally qualified to perform a valid position that is an alternative to discharge.
- C. If valid positions to which the employee could be demoted or reassigned are not available, reduction in duties may be considered.
 - a. Reduction in duties is not available as an alternative to discharge for an employee who has any active written notices.
 - b. The Division of Human Resources will ensure compliance with this criterion.
- D. Termination is appropriate when the supervisor determines that there are no suitable alternatives to demote or reassign the employee or to reduce the employee's duties.
 - a. In such case, termination based on the unsatisfactory re-evaluation is the proper action.

III. PARAMETERS FOR REDUCTION IN DUTIES

- A. The employee remains in his/her position number.
- B. The employee must have been rated "Contributor", on the last annual evaluation, in at least one area of Responsibility that the agency needs performed.
- C. Additional duties at the level of the reduced job, which the agency needs to have performed, must be assigned – to ensure that the employee has a full job.
- D. The classification impact of reassignment of duties from another position must be assessed before a reduction in duties is applied as an alternative to discharge. The Human Resources Division is responsible for conducting classification analyses.
- E. The additional duties should not be those that were re-assigned during a layoff or business efficiency process.
- F. The salary of an employee, whose duties are reduced as an alternative to discharge, will receive a reduction in pay as required by Commonwealth policy. The Human Resources Division will make a salary recommendation.

IV. PERFORMANCE MANAGEMENT FOLLOWING A REDUCTION IN DUTIES - IN LIEU OF DISCHARGE

- A. The supervisor must conduct a quarterly review of the employee's performance to determine if the employee is satisfactorily performing the reduced duties.
 - a. This review must be documented on the Interim Evaluation form and discussed with the employee quarterly.
 - b. The supervisor will maintain completed Interim Evaluations in the supervisor's file, unless they are used as back-up documentation to support an annual performance evaluation or formal disciplinary action.
- B. If the employee does not meet the expectations for the reduced job, the employee should be counseled or corrected in accordance with Performance Evaluation policies and guidelines. The supervisor should take appropriate actions up to and including termination.