

## **DoIT Performance Management Process**

Performance Management is a communication process by which managers and staffing resources work together to plan, monitor and review an employee's work objectives and overall contribution to the organization. Performance management is the continuous process of setting objectives, assessing progress and providing ongoing coaching and feedback to ensure that staffing resources are meeting their objectives and career goals. The performance management process includes coaching staffing resources to address concerns and issues related to performance so that there is a positive contribution to the agency. DoIT adheres to the Maryland Department of Budget and Management's Performance Planning and Evaluation Program guidelines as set forth in the applicable policies and procedures documentation which can be found at: [DBM Performance Planning and Evaluation Program](#).

DoIT recognizes that many of our staffing resources, to include both contractors and employees, interact frequently with other agencies in order to deliver information technology (IT) services across the State of Maryland. As such, we believe providing agencies a mechanism by which they collaborate with DoIT management to provide both **positive** and **constructive** feedback is of paramount importance. Both positive and constructive feedback can be used by DoIT management to improve the overall customer service that agencies experience in working with DoIT by helping to define areas of improvement and reinforce high performance.

**Positive feedback** involves communicating to a staffing resource about good performance. Feedback should be timely, specific and frequent as recognition for effective performance is a powerful motivator.

**Constructive feedback** alerts a staffing resource to areas in need of improvement. Feedback should be descriptive, detailed, and focused on the action, not the person. The main purpose is to help people understand where they stand in relation to the expected performance and behaviors. If an employee is not meeting performance expectations, managers must provide constructive and honest feedback. It's important to do this before an issue escalates into a significant problem.

### **Guidelines for Submitting Feedback**

Feedback is most effective in modifying future behavior when the feedback describes observable behaviors or work product characteristics rather than inferences into a staffing

resource's mindset or intent. Examples of observable behaviors and work product characteristics include:

- Quality – How well the work is done compared to the standard
- Accuracy – Whether or not the work is done correctly
- Timeliness – How much time is taken to do the work against a targeted deadline

If an Agency would like to submit feedback to DoIT Management please send an email with the following information to the [DoIT.PerformanceManagement@maryland.gov](mailto:DoIT.PerformanceManagement@maryland.gov) mailbox, which is monitored by the DoIT Chief of Staff.

**Email Contents:**

- Description of the event(s) precipitating the desire to communicate feedback
- Name(s) of the DoIT staffing resource(s) involved in/witness to the event
- Name(s) of the agency stakeholders involved in/witness to the event
- Date(s) and time(s) of the event
- Any additional information pertinent to the event

The DoIT Chief of Staff will assess the contents of emails received and determine the appropriate next steps which could include, but not be limited to:

- Staffing resource recognition for positive feedback
- Follow up email communication to obtain further clarity surrounding the event
- Internal conversations with the DoIT staffing resource, his/her supervisor, and other DoIT team members as applicable
- Escalation to DoIT's Human Resources personnel (per state policies)
- Meetings with the agency stakeholders and applicable DoIT team members