

**Idaho Department of
Juvenile Corrections
Administrative
Policy/Procedure**

NUMBER
365

REVISED
05/20/24

REVIEWED
05/20/24

EFFECTIVE
01/00

PAGES
15

SUBJECT: PERFORMANCE MANAGEMENT

CATEGORY: HUMAN RESOURCES

Policy

The purpose of this policy is to establish an employee performance management system that maximizes employee potential and performs to the strategic plan, mission, and visions of the Idaho Department of Juvenile Corrections (IDJC). An employee performance management system provides tools for the ongoing processes of:

- Establishing and communicating clear expectations and performance objectives;
- Providing feedback and coaching;
- Recognizing achievements and contributions;
- Identifying employee strengths and areas where performance needs to improve;
- Planning for the employee's further competency development; and
- Evaluating IDJC employee performance fairly, objectively, and without bias.

Additionally, supervisors and managers have a core performance standard describing their role and responsibilities in carrying out employee performance management and appraisal. Included in these responsibilities are providing ongoing communication, feedback, support, recognizing and rewarding achievement while removing barriers impeding employees' success. The successful supervisor recognizes the value of modeling desired behaviors and supporting the vision, goals, and expectations of the organization. Successful supervisors challenge their employees to reach their optimum level of performance and hold them accountable.

It is therefore the policy of the IDJC to establish and maintain a performance management system utilizing standardized job-related performance standards, forms, and materials, as described in IDAPA Rule 15.04.01 and Section 67-5309B, Idaho Code.

The employee performance appraisal document (appraisal) is prepared utilizing the Performance Appraisal Worksheet (non-supervisor or supervisor). The employee's final appraisal ratings are submitted into Luma following the final delivery of the appraisal to the employee.

Operating Procedures

I. State Guidelines

There are six components of performance management in Idaho's Performance Management Program. These constitute the state guidelines.

- A. Establish key job responsibilities. A critical element and first step in performance planning is to define the primary purpose and responsibilities of the position.

- B. Review established performance objectives that give the employee focus and direction for the current review period.
- C. Review employee core performance standards. These have been established as critical work behaviors necessary for job success and are consistent across all agencies. They describe how the work is to be done. Standards exist for employees and for supervisors/managers. All state employees are to be evaluated on core performance standards. These core standards enhance performance and increase statewide consistency in the appraisal process. Additional standards may be added by agencies.
- D. Summarize performance and assign an overall rating. A performance summary can be used to recommend successful completion of a probationary period, to summarize performance, to support a merit increase, and to identify employee development opportunities. Agencies may choose to rate each performance standard or assign an overall rating inclusive of all the standards.
- E. Establish at least one, each, additional and developmental performance objectives using the SMART (Specific, Measurable, Achievable, Realistic, Timely) criteria for the next rating period. These should be mutually developed and recorded by the employee and supervisor. The new objectives provide direction and outline job expectations for the future. They link to goals and objectives of the team and the mission of the agency.
 - 1. Additional objective(s) relate to special assignments and/or projects the employee takes on.
 - 2. Developmental objective(s) focus on improving job performance and/or enhancing career development skills.
- F. Review employee development plans. This is the responsibility of both supervisor and employee. Together, they develop strategies that allow development of skills, knowledge, and abilities that lead to improved job performance. Employee development provides avenues for increased job satisfaction and for reaching one's full potential within the job.

II. Responsibilities

- A. Human Resource Officer is responsible for:
 - 1. Developing the IDJC's performance appraisal system and ensuring compliance with all state statutes, rules, and policies governing performance appraisal activities;
 - 2. Training managers and supervisors in the IDJC's performance appraisal system, including how to enter the final rating in Luma;
 - 3. Providing information to all employees regarding the performance appraisal system during new employee orientation; and
 - 4. Maintaining completed employee performance appraisals and performance-related documents in the employee's permanent personnel file.
- B. Division administrators are responsible for:

1. Ensuring each of their supervisors are trained in IDJC's performance appraisal system;
2. Ensuring each of their supervisors comply with the performance appraisal process, applying effective performance appraisal techniques and evaluating employees in a timely manner, as set forth in the performance appraisal system;
3. Reviewing each employee performance appraisal prior to delivery and concurring with the final rating; and
4. Holding supervisors accountable for accurate and timely performance feedback, annual employee performance appraisals, and other aspects of performance management, as outlined.

C. Supervisors are responsible for:

1. Establishing employee job expectations and defining responsibilities;
2. Providing support and opportunities for training and employee development;
3. Keeping employee performance on target through feedback and coaching;
4. Maintaining a schedule of when employee performance appraisals need to be conducted for each of their employees;
5. Providing employees with regular feedback;
6. Obtaining employee and, at the supervisor's discretion, peer (customer) input, using the tools and forms provided by IDJC Human Resources (HR), and incorporating it into the performance appraisal;
7. Documenting employee performance on an ongoing basis throughout the year and evaluating the performance of each of their employees in a timely manner;
8. Discussing the results of employee performance appraisals with each of their employees on a timely basis as a means of providing feedback and guidance on past performance and future expectations; and
9. Providing a signed copy of the employee performance appraisal to the employee.

III. General Requirements

Performance management is an ongoing process of workforce engagement. It includes setting and supporting performance expectations, defining responsibilities, keeping employee performance on target through coaching and feedback, establishing goals for development and potential career growth, reinforcing and redirecting workplace behaviors, and evaluating performance. When applied effectively, performance management strengthens the relationship between supervisors and employees as well as increases the overall effectiveness of the IDJC. Although equally valuable to both supervisors and employees, the primary responsibility for effective performance management falls on those in a supervisory role.

A. Training

Each IDJC supervisor must complete online or in-person performance management training prior to conducting an employee performance appraisal. Contact HR for details. Training will include, but will not be limited to, the following:

1. Setting expectations,
2. Providing support,
3. Providing performance feedback,
4. Documenting significant employee performance events,
5. Preparing and reviewing the employee performance appraisal, and
6. The formal appraisal review process.

B. Setting expectations and defining employee responsibilities

An employee must know what is expected of them and the purpose of their position. To accomplish this, the supervisor meets with the employee at the time the employee is assigned to them and communicates clear expectations, defines employee job responsibilities, and works with the employee to establish goals and objectives. The supervisor also periodically reviews the established goals and objectives with the employee and modifies or creates new ones, as needed.

C. Providing employee support

Supervisors provide training, resources, equipment, encouragement, and developmental opportunities so employees can meet goals and objectives and achieve performance standards.

D. Providing continuous feedback and coaching to employees

1. Performance management requires an ongoing commitment to effective communication. It is proactive, so it is important to provide ongoing performance feedback on a frequent basis. Do not wait until a situation gets out of hand before intervening.
2. Performance feedback is intended to ensure regular contact between an employee and supervisor regarding the employee's performance and development. As a supervisor, make sure employees know you are observant by acknowledging their performance frequently.
3. Feedback should be meaningful in order to reinforce, improve, and adjust performance. Feedback is meaningful when it is:
 - a. Specific. Specific feedback example: "Chris, this written report was thoroughly researched and documents our company's progress very well." Nonspecific feedback: "Chris, this written report was good."
 - b. Timely and/or immediate. Most feedback should be given within 24 to 48 hours of the event. Sometimes "timely" means immediate and other times it means waiting.

- c. Focused on behavior and the result of the behavior. Identify specific action items to address each behavior.
 - d. Intended to help and not intended to control.
 - e. Authentic. Be sincere and empathetic.
 - f. Involves an action plan, if needed. What needs to happen next?
4. Feedback should be well-documented. Performance documentation should be a record that fairly represents the employee's performance over time. When recording feedback, be sure to note the basics:
- a. Who?
Start an employee performance file. Use of the Performance Tracking Sheet available on the IDJC intranet (Human Resources tab) as a documentation tool will greatly assist supervisors when drafting and conducting the employee performance appraisal.
 - b. What?
Write a brief description of the performance, behavior, action, etc., whether positive or negative.
 - c. Why?
Describe why the performance meets, exceeds, or fails to meet expectations. Note any extenuating or contributing factors. Describe consequences and results.
 - d. Where and When?
Describe the time and place of the performance, behavior, action, etc.
 - e. Follow up.
What is the action plan to either reinforce the performance or redirect it?

IV. Employee Performance Appraisals

- A. Employee performance appraisals are formal reviews detailing an employee's performance and development. Employee performance appraisals cover a variety of required performance standards.
- B. According to IDAPA 15.04.01.210.04 and 15.04.01.210.05, performance appraisals should be used in connection with promotions, transfers, demotions, retentions, separations, and reassignments; as the affirmative certification for merit increases, bonuses, and salary equity increases; and for certifying a probationary employee to permanent status. All classified employees must be evaluated for their performance during probationary periods for appointments and promotions, and for every 2,080 hours of credited state service thereafter, generally on an annual basis. Employee performance appraisals are conducted on each classified employee, as outlined in this policy.

V. Frequency of Performance Appraisals

A. Probationary periods

All appointments and promotions to a classified position are probationary, or in the absence of adequate registers, provisional. The probationary period serves as a working test period to provide the IDJC an opportunity to evaluate a probationary employee's work performance and suitability for the position.

1. There are three types of probationary periods:

a. Entrance probation

Probationary service required of an employee at the time of their original appointment or any subsequent appointment to state classified service, excluding reinstatement and transfer, the duration of which will be 1,040 hours of credited state service.

b. Promotional probation (intra- or inter-agency)

Probationary service required when an employee is promoted, the duration of which will be 1,040 hours of credited state service. Employees serving a promotional probationary period have continued permanent status in the classification from which promoted until they are certified as having satisfactorily completed the promotional probationary period in the classification to which promoted.

c. Voluntary probation

Probationary period negotiated with employees seeking inter-agency transfer, voluntary demotion, or reinstatement, the duration of which will be 1,040 hours of credited state service. The probationary period is negotiable at time of job offer but may not exceed 1,040 hours of credited state service.

2. Performance during probationary periods:

a. Satisfactory service during probation:

When a probationary employee has satisfactorily served the probationary period, the supervisor will, no later than 30 calendar days after the expiration of the probationary period, provide the employee a performance appraisal indicating satisfactory service and will certify the employee to permanent status. If the supervisor fails to provide a performance appraisal, as required, the employee is considered to have satisfactorily completed the probationary period and will be certified to permanent status unless the probationary period has been extended by the Director, or designee.

b. Extension of a probationary period:

The probationary period may be extended (not to exceed an additional 1,040 hours) by coordinating with HR to submit a request to the Division of Human Resources (DHR), with adequate justification provided by the division administrator, prior to the initial 1040 probationary hours elapsing. Per DHR requirements, the request must be received a minimum of 30 days prior to the probationary period ending. Therefore, probation extension requests must be submitted to HR at least five (5) weeks prior to the date the initial probationary period is expected to expire.

c. Unsatisfactory service during probation:

- i. Should an employee on entrance probation fail to serve satisfactorily, they are permitted to resign without prejudice prior to completion of the probationary period or are terminated without cause assigned and without the right to appeal.
- ii. An employee on intra-agency promotional probation who fails to serve satisfactorily is returned to a position in the class in which they hold or have held permanent status or to a classification in the same pay grade for which the employee meets the minimum qualifications. If the employee refuses to accept the position, it will be considered a voluntary resignation.
- iii. In the case of an employee who fails to serve satisfactorily and was promoted from another Department (inter-agency), they may voluntarily demote to a vacant position in which they have held permanent status in state career service and meet the current minimum qualifications.
 - a) If more than one option exists for demotion, the employee should be placed in the higher paid position, but the specific assignment is up to the Director.
 - b) If no position is available for the voluntary demotion option, the employee may be laid off and may request their name be placed on a register with re-employment preference rights for the next available vacancy in the classification they would have demoted to in the Department and/or request their name be placed on a register for the classification in the agency where they last held permanent status.
- iv. Notice to the employee of termination for unsatisfactory service is made in writing by HR, generally no later than 15 calendar days prior to the effective date of the termination, unless there are extenuating circumstances, and notice includes a performance appraisal indicating unsatisfactory service.

B. Annual

All classified employees are evaluated after 2,080 hours of credited state service from the date of permanent appointment or promotion and annually thereafter. Annual performance appraisals are considered timely if the appraisal is completed, signed by all applicable parties, and returned to HR on the due date or within the 30 days' grace period following the due date. For staff covered under the education career ladder, supervisors must prepare and deliver the performance appraisal within 60 days after each annual 2,080-hour performance period. The appraisal covers an annual cycle (12 months).

C. Grace period

With the exception of those staff covered by the education career ladder (Instructor Specialist and Education Program Manager job classifications), supervisors must prepare, deliver, and submit the completed and signed performance appraisal to HR on the due date or within 30 days after each annual 2,080-hour performance review period. The appraisal covers an annual cycle (12 months); the grace period is to allow time to prepare and deliver the appraisal, and submit the final signed appraisal to HR.

An appraisal may also be prepared and delivered up to 30 days earlier than the noted due date.

D. Transfer, promotion or demotion

For an employee transfer to another supervisor, a promotion, or a demotion, if their last performance appraisal was more than 90 days prior to their transfer, supervisors have the option to complete a close-out employee performance appraisal in the manner in which an annual appraisal is conducted. The employee then starts the new position or supervisor with objectives for that position and their appraisal dates are reset to coincide with their change in employment status.

Supervisors also have the option to forgo the close-out appraisal and instead collaborate with the new role's supervisor to complete a regular, annual appraisal as scheduled outside of the timeframe listed above.

E. Interim Appraisals

Interim appraisals serve as place-holders for full and complete appraisals during specific events only:

1. During CEC Implementation: If/when the CEC process is approved to begin earlier than normal, an interim appraisal may be used to mark the performance rating of the employee for purposes of fulfilling IDAPA and system requirements to change compensation.
 - a. Interim appraisals are only accepted as place-holders during a specific window set by the IDJC Leadership Team leading up to CEC implementation.
 - b. Full appraisals must then be submitted to HR within 30 days of the annual appraisal's due date; within the grace period;
 - c. Ratings on the interim and full appraisals must be identical. Full appraisals not containing the correct rating will be rejected. Should there be a significant drop in performance warranting a lower rating, HR will provide guidance;
 - d. Interim appraisals must be signed by all parties prior to submission to HR.
2. Interim appraisals may also be used during certain changes in job class that warrant a change in compensation. A performance appraisal that has not been used for the purpose of CEC within the last 12 months must be on file to complete the wage change in the payroll system.
 - a. Requests to use an interim appraisal for this purpose must be submitted to HR;
 - b. HR evaluates each request on a case-by-case basis.
3. Interim appraisals are not accepted:
 - a. If the employee's review period has ended, including if it's received within the grace period (30 days following the end of the review period);
 - b. If the rating is either an EX or DNA, as both require review and approval of supporting information and examples prior to disbursal;

- c. As an early placeholder for the purpose of raising an employee's CEC amount, if a previously-unused and acceptable appraisal, such as a probationary appraisal, exists.

F. Performance Improvement Plan (PIP)

An appraisal is completed at the conclusion of a PIP, as determined by the supervisor.

VI. Completion of the Performance Appraisal Worksheet

All areas are self-explanatory unless outlined below.

A. Review period or cycle

The review period for the employee's first performance appraisal is 1,040 hours (approximately six months). Thereafter, the review period is every 2,080 hours (approximately one year or annually). Review period dates may be changed under certain circumstances; supervisors wishing to change dates should work with HR to determine the feasibility of changes.

B. Key elements

1. Each performance expectation in the Performance Appraisal Worksheet form contains key elements that allows the supervisor and employee to appraise the level of competency or mastery in the stated performance standard. Key elements can also help the supervisor and employee to set a performance benchmark for the next review cycle.
2. Note that these key elements represent results from doing a job, not a listing of tasks that the employee performs.
3. It is also expected at the time of the employee performance appraisal that the employee and supervisor review the job description for the evaluated employee's classification to ensure the employee remains appropriately classified.
4. The employee and supervisor signatures on the performance appraisal acknowledge that the job description was reviewed and, if necessary, a request to update the job description was initiated.

C. Rating matrix

1. The rating matrix for each key element is completed with the appraised rating corresponding to the level of performance for that element. Each statewide performance expectation on the Performance Appraisal Worksheet form is then assigned the corresponding level of performance rating (according to the matrix) that reflects an aggregate rating.
2. The appraisal includes an overall narrative summarizing the employee's performance for the period of time covered in the review cycle. The narrative provides detailed information outlining the employee's strengths in meeting expectations as well as areas needing improvement. The language used in the narrative must support the level of performance rating, and include specific examples.
3. Additionally, each employee performance appraisal is assigned an overall rating.

D. Level of performance ratings

1. The performance appraisal uses four overall rating levels:
 - a. **Exemplary (EX)** This employee performs at a level that results in significant accomplishments that may not have been otherwise achieved.
 - b. **Solid Sustained (SS)** This employee demonstrates good solid performance in managing work expectations and exhibits sustained support of organizational goals.
 - c. **Achieves Performance Standards (APS)** This employee meets job expectations OR, this employee is developing new skills and gaining new knowledge.
 - d. **Does Not Achieve Standards (DNA)** This employee's performance needs improvement and/or is inconsistent OR this employee failed to meet probation requirements (Entrance, Promotion or Voluntary). (DHR Rule 152).
2. Level of performance ratings are established and maintained by HR and are commensurate with the performance rating levels established by the State's performance appraisal system outlined in Idaho code and IDAPA rule.
3. Overall ratings of Exemplary (EX) or Does Not Achieve (DNA) must include specific examples of performance which supports that level of rating. The supervisor allows HR to examine the performance appraisal **prior** to delivery to the employee to ensure the content, including examples provided, adequately support the planned overall rating. This process may be repeated multiple times, as the supervisor makes edits based on feedback received from HR and develops a final draft. If agreement between the supervisor and HR cannot be reached on the desired rating on the final draft, HR or the supervisor can escalate to the division administrator or IDJC director for resolution.

In other circumstances, such as supervisory performance issues or performance improvement plans, HR may require review of a supervisor's draft appraisal.

4. All employee performance appraisals require a second-level supervisor review/approval prior to delivery of the appraisal to the employee.

E. Setting performance objectives (goals)

The purpose of an objective or goal is to outline the desired result of an individual's performance and to provide direction for obtaining those results. Performance objectives should help the employee connect their job to the mission of the agency—they should cascade from the strategic mission and goals of the agency. When developing objectives, keep in mind:

1. Develop them collaboratively with the employee. The supervisor and the employee will have a thorough understanding of what performance is expected;
2. Focus on results, not the tasks or activities involved in obtaining the results;
3. Define the results in terms of a measurable outcome;

4. Objectives should be important to the employee's job; and
5. Objectives should be timely and measurable.

F. Setting developmental or career objectives

Managing performance often means encouraging an environment that enables individuals to manage their own performance through learning and career options. Consider using one of the following tools:

1. Career Development Plan (CDP)

This type of development plan is used to focus an individual's work experience and training on long-term organizational needs and personal interests. The CDP assists with:

- a. Retaining high-potential individuals by identifying new challenges and ongoing opportunities;
- b. Preparing employees for promotions and other major new responsibilities and helping employees adapt to organizational change;
- c. Succession readiness within an organization.

2. Performance Improvement Plan (PIP)

This type of development plan is often used to refocus the employee's performance and used for near-term improvement in one or more of the performance areas. The PIP assists with:

- a. Solving performance problems and turning difficult performance discussions into positive action;
- b. Motivating employees to reach personal as well as professional goals;
- c. Improving employee morale by focusing attention on the value of individual contributions.

VII. Conducting the Employee Performance Appraisal

- A. A performance appraisal meeting involves a dialogue with the employee. The dialogue sets the tone and promotes a shared understanding of goals and expectations—for both the employee and the supervisor. The supervisor's relationship with each employee is unique. The performance appraisal should be customized to the employee each review period.
- B. The most important goal of a performance appraisal is to guide the employee into the future. At the end of the appraisal, an employee should have a clear understanding of the performance expectations for the next review period. As changes occur over the review period, make adjustments and document changes made to the objectives.

An employee performance appraisal allows the supervisor and employee to communicate about:

1. Setting performance expectations and key responsibilities of the job;

2. Reviewing how effectively performance expectations have been met in the past;
 3. Discussing how to meet or exceed performance expectations in the future; and
 4. Establishing an employee development plan.
- C. Set a meeting. As much as is possible, give the employee advance notice of the appraisal meeting so they can be prepared. Eliminate the element of surprise. Supervisors are expected to discuss the employee performance appraisal with the employee in person. Choose an environment that allows for privacy and discussion such as an office or a meeting room in the building. Eliminate distractions such as walk-ins, phone calls, and emails. Allow for adequate time to deliver the appraisal, to set expectations, and to answer questions.
- D. Review of the appraisal is an opportunity for a dialogue between supervisor and employee. Simply handing or emailing the appraisal to an employee and asking them to read and sign it could be counterproductive to the appraisal process and is not suggested.
- E. Supervisors are encouraged to provide a copy of the appraisal to the employee in advance of the meeting with the employee (hard copy or via email). This allows the employee to prepare for the meeting and suggest changes to the appraisal prior to signing; however, the supervisor has final authority for the content of the appraisal.
- F. The appraisal shouldn't contain any surprises. Significant events or behaviors reflected in the appraisal should have been discussed with the employee during the review period.
- G. Employee signature or refusal
1. The employee is expected to sign the appraisal. The employee's signature does not indicate that the employee agrees with the performance appraisal, only that the employee received the appraisal on the date indicated.
 2. If an employee refuses to sign the employee performance appraisal, the supervisor must obtain a witness to the employee's refusal to sign (preferably another supervisor), note on the appraisal that the employee refused to sign, and ask the witness to sign and date the appraisal.
- H. If immediately after completion of the employee performance appraisal the employee is unavailable to sign the appraisal (e.g., the employee is no longer employed with the IDJC or is absent from work), the supervisor mails a copy of the appraisal to the employee for signature. Alternatively, if applicable, the supervisor may obtain the signature upon the employee's return to work.
- I. The supervisor then signs the appraisal and obtains the division administrator's signature. Once all signatures are obtained, the supervisor provides a copy to the employee and keeps an electronic or paper copy for their supervisor file on that employee.
- J. The original employee performance appraisal and any attachments are forwarded to HR for filing in the employee's permanent, personnel file.

- K. The supervisor logs in to Luma and enters the appraisal information and ratings. See Luma QRG, Create, Finalize and Submit a Resource's Performance Appraisal (Managers).
- L. The employee logs in to Luma and acknowledges receipt of the appraisal. See video in references.

VIII. Employee Response

- A. An employee is given an opportunity to respond to the appraisal in writing, either on the appraisal document itself or on a separate attachment to the appraisal. If the employee disputes any part of the appraisal, the employee should discuss the differences with the supervisor in an effort to reach a mutually satisfactory resolution.
- B. If unable to achieve such a resolution, the employee should note any unresolved issues on the form, in the space provided for employee comments, with additional pages attached, as necessary.
- C. The employee should be advised that the dispute can be taken to the next level of supervisor for review or the employee has the right to utilize the problem-solving process, as outlined in the Problem-Solving Procedures for IDJC Employees (312) policy/procedure.
- D. If the employee chooses to attach additional pages, the employee must submit the written response to the supervisor within seven (7) days of receiving the appraisal.

IX. Performance Improvement Plans (PIP)

- A. Should an employee receive a performance rating level of "DNA" in any performance standard in the appraisal or as an overall rating, the employee's supervisor must confer with HR regarding the necessity of a PIP to address the substandard performance issue. Guidance for completing a PIP is outlined in the Corrective and Disciplinary Action for IDJC Employees (325) policy/procedure.
- B. Even with the best efforts, sometimes performance declines. When clear performance expectations and redirecting feedback and coaching no longer work in getting the desired performance, it is time to look at realigning performance.

The process of realigning performance can be difficult. It is often put off or avoided for many reasons including:

1. Lack of knowledge or structure on how to realign performance
2. Lack of willingness to confront
3. Fear of losing control
4. Fear of hurting the person's feelings
5. Sympathy
6. Hoping it will all just go away

- C. When entering into this area of performance management, it is good practice to gather and review all information about the employee (e.g., performance expectations, key responsibilities, and feedback). Prior to meeting with the employee, make an appointment to discuss the situation with your manager or HR staff. The goal of a supervisor is to help employees succeed.

X. Supervisor File

- A. Supervisors are encouraged to maintain a paper or electronic working file for each employee. This file is used to maintain documentation relating to the employee's performance, both positive and negative. Supervisor files are kept confidential, stored in a secure location, and used only for performance appraisal purposes.
- B. Supervisor files will not contain any medical information.
- C. Information to maintain in the supervisor file
 - 1. Current performance documentation:

Current (within the current appraisal cycle) and past performance appraisals, notes on observed performance or behavior, written copies of employee's work, emails, corrective and/or disciplinary action documents, Performance Improvement Plan, Performance Development Plan, Career Development Plan, and Performance Tracking Sheet.
 - 2. Attendance records (excluding any FML or ADA-related attendance information)

XI. Inter-agency Transfers

- A. When an employee seeks a transfer, reemployment, or promotion between agencies, the appointing authority of the hiring agency, or designee, is entitled to examine the employee's service record and performance information before the hiring decision is made.
- B. All performance appraisals from the employee's official personnel file at the former agency must be copied and forwarded to the new agency when an interagency promotion, demotion, or transfer occurs.

XII. Retention Requirements

The HR office maintains the employee's permanent personnel file and all of its contents until the employee separates from the IDJC. At the time of the employee's separation, HR maintains the personnel file according to established retention procedures and schedules.

Reference: [Glossary of Terms and Acronyms](#)
 [IDAPA 15.04.01–Rules of the Division of Human Resources and Idaho Personnel Commission](#)
 [Title 67, Chapter 53, Idaho Code](#)
 [Records Retention Schedules](#)
 [Records Destruction Logs](#)
 [Luma QRG, Create, Finalize and Submit a Resource's Performance Appraisal \(Managers\)](#)
 Video: [Employee Acknowledgement of Appraisal \(in Luma\)](#)

Desk Manuals: *None*

Related Policies: [*Problem Solving Procedures for IDJC Employees \(312\)*](#)
 [*Corrective and Disciplinary Action for IDJC Employees \(325\)*](#)
 [*Records Management Program \(117\)*](#)
 [*Public Records \(901\)*](#)

Related Forms: *Performance Appraisal Worksheet, Non-Supervisor (HR form)*
 Performance Appraisal Worksheet, Supervisor (HR form)
 Interim Appraisal Form (HR Form)
 Performance Feedback, Non-supervisor (HR form)
 Performance Feedback, Supervisor (HR form)
 [*Performance Tracking Sheet \(HR form\)*](#)
 [*Records Destruction Worksheet \(DJC-279\)*](#)