

**STATE OF GEORGIA  
PERFORMANCE MANAGEMENT FORM**

<b>Employee Name:</b> Nkenge Green	<b>Emp. ID #:</b> 01123241	<b>Job Title:</b> Sr. Manager (ORU Attorney Manager)
<b>Manager Name:</b> Joan G. Crumpler	<b>Department:</b> Legal Services Division	
<b>Review Period:</b> From: 07/01/21 To: 06/30/22		

**Score the performance in each job factor below on a scale of 5-1 or N as follows:**

<b>5 = Exceptional Performer</b>	Employee exceeded all performance expectations. Employee was an exceptional contributor to the success of his/her department and the State of Georgia. He/she demonstrated role model behaviors.
<b>4 = Successful Performer-Plus</b>	Employee met all and exceeded most (more than 50%) of the established performance expectations.
<b>3 = Successful Performer</b>	Employee met all performance expectations and may have exceeded some (less than 50%). Employee was a solid contributor to the success of his/her department and the State of Georgia
<b>2 = Successful Performer – Minus</b>	Employee met most (more than 50%), but failed to meet some performance expectations. Employee needs to further improve in one or more areas of expected job results or behavioral competencies.
<b>1 = Unsatisfactory Performer</b>	Employee did not meet all or most (more than 50%) of the established performance expectations. Employee needs significant improvement in critical areas of expected job results or behavioral competencies.
<b>N = Not rated:</b>	At the Supervisor's/Manager's discretion, "Not rated" should be used when a goal was not completed based on circumstances outside of the control of the employee. <b>NOTE:</b> "Not rated" may not be used for ratings in Section 1: Individual/Core Competencies.

**Section 1: Individual / Core Competencies (50% of total score)**

<b>Core Competencies (All Employees)</b>	<b>Rating</b>
<b>1. Customer Service</b> - Understands that all employees have customers, internal and external, that they provide services and information to; honors all of the State's commitments to customers by providing helpful, courteous, accessible, responsive, and knowledgeable service.	5
<b>2. Teamwork and Cooperation</b> - Cooperates with others to accomplish common goals; works with employees within and across his/her department to achieve shared goals; treats others with dignity and respect and maintains a friendly demeanor; values the contributions of others.	5
<b>3. Results Orientation</b> - Consistently delivers required business results; sets and achieves achievable, yet aggressive, goals; consistently complies with quality standards and meets deadlines; maintains focus on Agency and State goals.	5
<b>4. Accountability</b> - Accepts full responsibility for self and contribution as a team member; displays honesty and truthfulness; confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals; demonstrates a commitment to delivering on his/her public duty and presenting oneself as a credible representative of the Agency and State to maintain the public's trust.	5
<b>5. Judgment and Decision Making</b> - Analyzes problems by evaluating available information and resources; develops effective, viable solutions to problems which can help drive the effectiveness of the department and/or State of Georgia.	5
<b>Leadership Competencies (people managers &amp; other leaders)</b>	<b>Rating</b>
<b>1. Talent Management</b> - Clearly establishes and communicates goals and accountabilities; monitors and evaluates performance; provides effective feedback and coaching; identifies development needs and helps employees address them to achieve optimal performance and gain valuable skills that will translate into strong performance in future roles.	5
<b>2. Transformers of Government</b> - Develops, recommends, or implements innovative approaches to address problems and drive continuous improvement in State programs and processes; drives effective and smooth change initiatives across the State by communicating, confirming understanding and activity working with stakeholders to overcome resistance.	4
<b>Other Behavioral Competencies (if applicable)</b>	<b>Rating</b>
1.	
2.	
3.	
<b>Note:</b> Calculate the overall section rating by adding the ratings for the individual items in the section, and then by dividing that total by the number of items in the section.	<b>Overall Section Rating:</b> 4.86
	<b>Section Weight:</b> 50%

**Section 1: Comments (if extra space is needed for comments, please attach a separate page)**

This is the first full year of having an Open Records Unit (ORU) Attorney Manager and, from the start, Nkenge Green has filled the role consistently and extremely well. She has exceeded expectations from the list of job responsibilities provided to her on her hire date. She has become the dedicated, dependable teacher of the Open Records Act from the Legal Services Division at each Trooper School. Likewise, she has handled difficult and sensitive requests (including media), while simultaneously providing excellent management and leadership of the ORU, which is now authorized for 12 fulltime employees. During this reporting period, Nkenge assisted in reclassifying ORU positions, identifying job responsibilities, and converting the positions for the front desk, data entry, and records specialists to more accurately recognized and paid positions of an open records coordinator, project data analyst, and open records analysts (ORA), respectively. The ORU has been short-staffed, and Nkenge has necessarily created a repeated system of filling open positions by seeking authorizations, reviewing incoming resumes, selecting applicants, dates and panels for interviews, and selecting employees for hire and training. With short staffing, the hiring process is a time-consuming endeavor which tends to reduce time for filling difficult records requests and management responsibilities, yet Nkenge recognizes that the only way to address the high volume workload is to fill positions and create the time needed to make this happen. Nkenge has also recognized and responded well to the needs and tone of the ORU. For example, one of the popular and hardworking ORAs unexpectedly died from a heart attack at home during this reporting period, and Nkenge coordinated efforts to assist her family, memorialize her, and allow for a time and manner of grieving within the ORU.

**Nkenge Green**

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<b>Review Period:</b> From: 07/01/21		To: 06/30/22			
					<b>Rating</b>
<b>Goal 1:</b>	Quickly and effectively identifies, resolves, or assists in the resolution of difficult or sensitive open records requests or questions, determines the necessity of notice to the Legal Director and Attorney General's Office, and affects escalation to them when necessary.				5
<b>Goal 2:</b>	Ensures legal compliance with the Open Records Act (ORA) and that Unit personnel understand how their work relates to the business mission.				5
<b>Goal 3:</b>	Creates and implements improved, administrative processes for a high volume of requests and the effectiveness of EPORTS.				4
<b>Goal 4:</b>	Manages and supervises all aspects of the ORU, including tracking and recording personnel work hours, monitoring equitable distribution and completeness of work, ensuring accountability of employees, and administering discipline in an equitable, constructive, and clear manner.				5
<b>Goal 5:</b>	Reduces complex information relating to external questions by summarizing important facts, legal issues, and most favorable solutions for clarity and understanding of external and internal customers.				4
<b>Goal 6:</b>	Communicates well with Unit staff, internal and external customers.				5
<b>Goal 7:</b>	Understands the need for and utilizes discretion concerning confidential information and evolving issues within the Department.				5
<b>Goal 8:</b>	Multi-tasks, utilizing good judgment in setting priorities.				5
<b>Goal 9:</b>	Maintains effective leadership by setting a good example of high standards, good work ethic, positive attitude and direction, as well as constructively addressing internal discord.				5
<b>Goal 10:</b>	Carries a workload of difficult, unusual, and sensitive requests, handles overflow of ORU requests, and provides time-sensitive responses while overseeing and supervising the ORU.				5
<i>Note: Calculate the overall section rating by adding the ratings for the individual items in the section, and then by dividing that total by the number of items in the section.</i>					<b>Overall Section Rating:</b> 4.80
					<b>Section Weight:</b> 50%
<b>Section 2: Comments (If extra space is needed for comments, please attach a separate page)</b>					
<p>Nkenge Green is an asset to the Department. She offers resourceful strategies as well as excellent supervision, management, and oversight, drawn from her years of good legal experience, superior communication skills, and strong work ethic. Her stewardship has brought needed consistency to the ORU and vastly improved employee work efforts, accountability, and morale, resulting in the highest number of requests ever responded to by DPS or any other Georgia state agency in a fiscal year (68,000), and the collection of reimbursement fees exceeding \$250,000, towards self-funding of the ORU. One of the toughest challenges for the ORU is a constant staffing shortage, which flows from our increasing the number of positions to meet the work demands and an inherently high employee turnover, all arising from a high volume of requests with statutorily short response deadlines, tending to result in customer complaints, lower ORU morale, as well as some overwhelmed employees and substandard work. Through this reporting period, Nkenge Green provided a professional and well-balanced response to employee accountability and workload needs while engaging in thoughtful and dedicated efforts to raise morale. For example, during August through October of 2021, when she recognized and evaluated an unusually high closing rate of incomplete files by several ORU employees, consistent with an ORA reporting malfeasance by other unnamed ORU employees, Nkenge undertook affirmative steps to investigate the matter. As the investigation progressed, the complaining employee resigned, another ORA retired, and a third ORA was shown to have falsified records and closed files prematurely, resulting in an adverse action (termination of that employee). During the process of the investigation, Nkenge encountered undermining and negative behavior from many ORU employees, which Nkenge met with grace, positive communications and energy, plus increased efforts to assist the Unit's working conditions, including jockeying for and obtaining a dedicated ORU break room, furniture, microwave, and refrigerator, and personally contributing largely to celebrating employee birthdays. Through it all, Nkenge has recognized the importance of necessarily addressing policy violations and requiring good faith work of all ORU employees, and such perseverance has ultimately resulted in higher staffing and respect of subordinates for Nkenge and her position. Given the difficult challenges of FY22 and the outstanding efforts Nkenge Green has put forth, we seek to address the ever high demands of the ORU and Nkenge's role by creating and filling an ORU Assistant Attorney Manager position in FY23. The goal is for Nkenge to rely on another attorney to handle difficult requests so Nkenge is afforded more time to improve EPORTS and seek more efficiency for on-line requests and responses.</p>					

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<b>Section 1 Rating:</b> 4.86	<b>Section 1 Weighting:</b> 50%	<b>Weighted Rating Section 1:</b> 2.43
<b>Section 2 Rating:</b> 4.80	<b>Section 2 Weighting:</b> 50%	<b>Weighted Rating Section 2:</b> 2.40
<i>Note: Calculate the overall rating by multiplying the ratings for each section by the weighting for each section. This will give you the weighted ratings for each section. Add the weighted ratings together for the overall rating.</i>		<b>OVERALL RATING:</b> 4.83

Section 3 - Individual Development Plan (not rated or weighted)	
	Comments
Development Action 1:	
Development Action 2:	
Development Action 3:	

Signatures	
NOTE: Supervisors must get all required approvals/signatures before meeting with the employee to review the evaluation.	
Supervisor/Manager Signature:	Date:
Reviewing Manager Approval/Signature:	Date:
Division Director Approval/Signature: Only needed for Overall Ratings above 4.0 or below 3.0	Date: 12/29/22
HR Director Approval/Signature: Only needed for Overall Ratings below 3.0	Date:
Employee Signature:	Date: 12/29/2022
Employee Comments:	

**MEMORANDUM**

DATE: 7/26/21  
TO: Kate Maier, Director  
Human Resources Division  
FROM: Joan G. Crumpler  
Legal Director  
Legal Services Division  
SUBJECT: Performance Rating Consideration

*RE: Employee Name Nkenge Green Employee ID #01123241*

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If a supervisor has a subordinate that's worked for them less than five (5) months as of June 30, 2021 and there hasn't been sufficient time to observe and evaluate the employee's performance, the supervisor is authorized to waive the performance evaluation.

Since the employee named above has worked 5 months in this rating period, I authorize a "Considered" rating in lieu of an evaluation.

  
\_\_\_\_\_  
Employee Signature

7-26-21  
\_\_\_\_\_  
Date