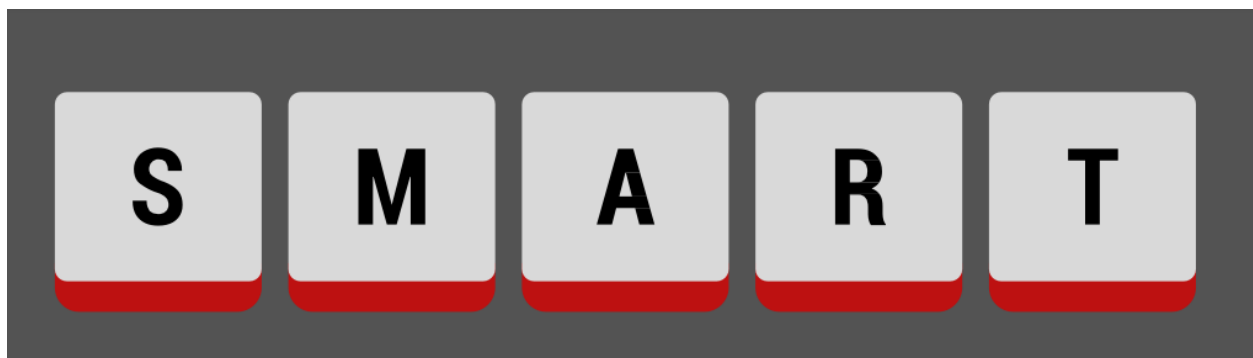# ePerformance

The University of Houston Human Resources has developed an ePerformance process that will assist in creating and measuring goals and objectives for each employee.  The purpose of this process is to measure performance, effectively define what performance looks like and to assist all employees to produce the highest quality of work and perform to the best of their abilities.  The Performance Management ePerformance process will end each year with a formal evaluation of the employee's work performance.
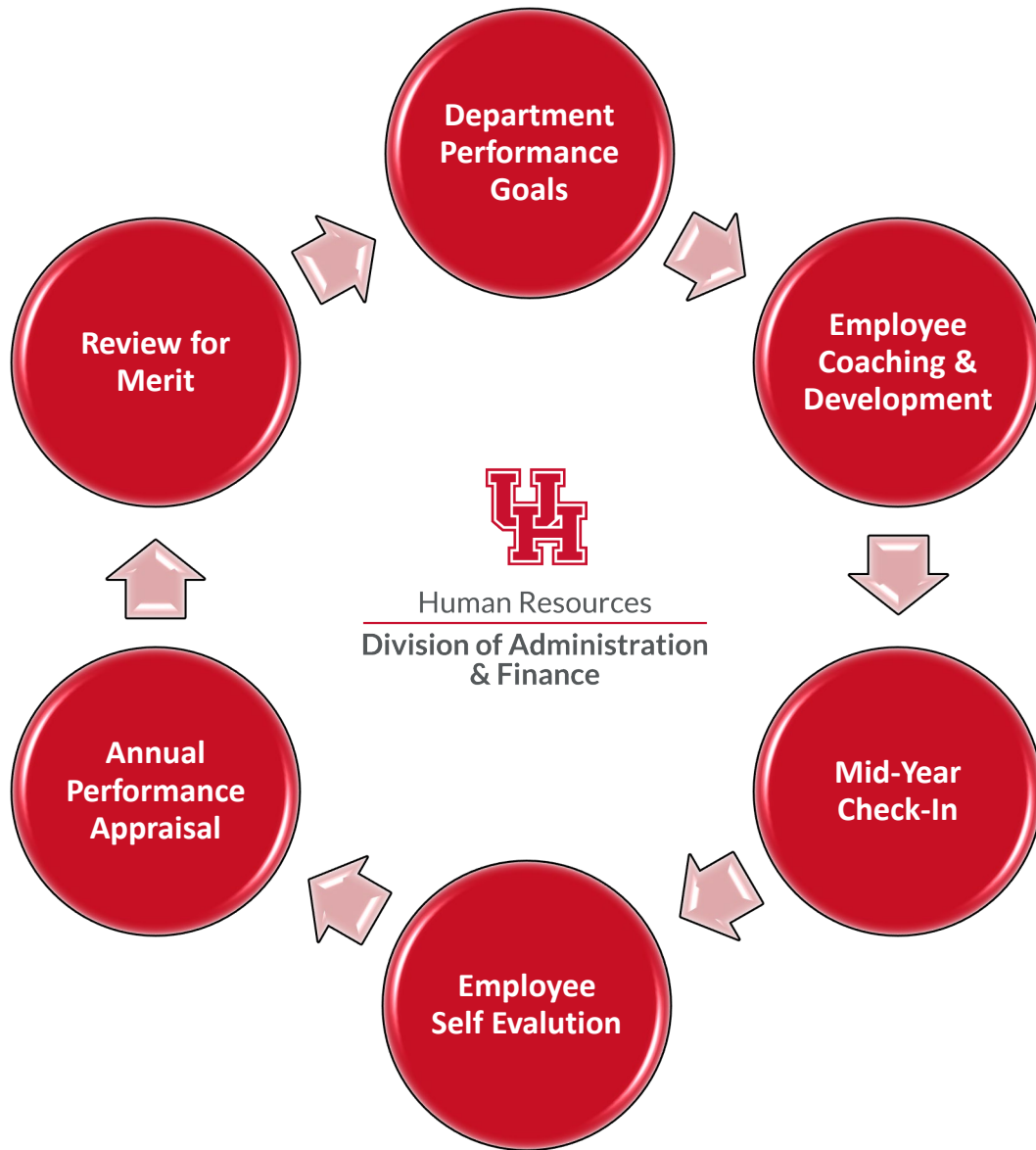
# What is Performance Management?

Performance management is an ongoing communication process that equips both the manager and employee with the tools needed to be successful in their work performance as it is aligned with the strategic goals of the department, division, and the University of Houston.  The purpose of performance management is to encourage continuous communication, feedback and coaching to ensure employee development is consistent and ongoing in an effort to improve productivity, enhance employee engagement, and promote employee development.

# Developing SMART Goals



SMART is an acronym that can be used as a guide for goal setting. SMART Goal training is available to teach users why and how to create goals that are Specific, Measurable, Attainable, Relevant, and Timely (SMART).  Registration is available through PASS:  **HH2307 SMART Goals Training**

# University of Houston ePerformance Process

# Tips for Managers

The following tips are recommendations for managers during the ePerformance Management Cycle.

- Be realistic when setting employees objectives and goals
- Consider including the employee in the ePerformance process when setting goals and objectives
- Always conduct a Mid-Year Check-In
- Follow the timelines outlined in the ePerformance process

# Tips of Employees

The following tips are recommendations to assist in managing your performance.

- Periodically review departmental expectations
- Participate in the planning of your ePerformance objectives and goal setting
- Take advantage of professional development and training opportunities for individual and professional growth
- Ask questions to clearly understand the expectations and timelines set by your department
- Be receptive to feedback and coaching

# ePerformance Checklist for Managers

## Guidelines for Managers

**HR Creates Documents**
- Performance Management Documents created by HR
- ePeformance timeline

**Define Criteria**
- Define Goals, Competencies and Development Opportunities for your Direct Reports and/or ask your Directo reports to complete the task
- You may copy criteria from your own or your employees precious documents

**Finalize Criteria**
- Finalize goals, competencies and developmental opportunities for your direct reports and/or ask your direct reports to complete this task

**Mid-Year Check-In**
- Complete a Mid- Year review with your employee

**Review Self Evaluation**
- Review your direct reports self-evaluation

**Complete Manager Evaluation**
- Complete your employees evaluation

Human Resources
**Division of Administration & Finance**

# ePerformance Checklist for Employees

## Guidelines for Employees

| Define Criteria | • Define Goals for the year.<br>• Your manager may copy criteria from previous documents |
|---|---|
| Mid-Year Check-In | • Complete a mid-year check-in with your Manager |
| Complete Self-Evaluation | • Complete your Self-evaluation |
| Review Manager Evaluation | • Review your Manager's evaluation |

# ePerformance FAQ's

The FAQ's below are divided into four sections:  Performance Appraisal Process; ePerformance Components & Terminology; Administrative Tasks; Function Buttons & Actions.

I.   **Performance Appraisal Process**
   **A.   What is an effective performance appraisal process?**

The University of Houston recognizes that the quality of the university services depends upon its employees.  An effective performance appraisal process requires on-going communication between employee and manager to ensure that the employee has a clear understanding of the supervisor's expectations and continuous feedback about his or her job performance.  Periodic formal performance appraisals are required to document contributions and performance; any required improvements or adjustments; and future goals.

   **B.   What is ePerformance and why is it important?**

The term ePerformance refers to the annual staff performance appraisal process at UH. The document used to formally evaluate staff performance is an electronic on-line document within the PeopleSoft System and is referred to as the ePerformance document.

The ePerformance process refers to the formal performance appraisal process of regular staff employees. The performance appraisals shall include (1) an appraisal of the employee's performance by the immediate manager, and (2) review and approval of the appraisal by the senior manager, and (3) a personal meeting between the employee and the supervisor to discuss the appraisal, and (4) final approval by HR.

ePerformance is important because an evaluation is needed to document whether an employee has met expectations, provides recognition for their accomplishments and enhances staff productivity and engagement.

   **C.   What employees are required to have an ePerformance document completed?**

All regular staff employees of the University of Houston who were hired before September 2$^{nd}$.  A regular staff employee is defined as an employee that is appointed for at least 20

hours per week on a regular basis for a period of at least four and one-half months, excluding student employed in positions designated for students and those employees holding teaching and/or research positions classified as faculty.  Employees who were hired September 2nd or after are not required to have a document completed, but it is encouraged.

Formal performance appraisals are required for employees to be considered for potential merit increase during the subsequent budget cycle in accordance with SAM 02.A.11.

For Executive Level positions, exceptions may apply.

**D. What time period is evaluated?**

The annual performance appraisals are for the calendar year January 1st to December 31st of any given year.

**E. What is a mid-year check-in and why do I need to do it?**
Mid-Year Check-In enables managers and employees to review and update their individual goals, well as make an overall assessment of employee performance during the first half of the annual performance review period.

**F. Is the Employee Self Evaluation mandatory?**
No, it is not mandatory but It is strongly recommended that a self-evaluation is completed; however Division Leadership may require it.

**G. Where are ePerformance documents located?**

Managers that have the responsibility to complete documents on employees that report to them can find the employee documents in the PeopleSoft System within HR P.A.S.S → Manager Self Service→ Performance Management.  The manager should see a document for each of their direct reports.  If documents are missing or if there are documents listed that do not belong please contact your Business Administrator.

Once a manager makes an employee document available for the employee to view, the document will be located in the employee's PASS account under →My Performance Documents→ Current Documents.

II.     **ePerformance Components & Terminology**
**A. What components are included in the ePerformance documentation process for employees?**

The ePerformance documentation process includes five stages:

<span style="color:red">Stage I:  Establish and Weight Criteria (within the first 2 months of the evaluation year)</span>

Establish criteria including goals, job responsibilities, competencies and customer service.

Weight each of the sections: Goals, Job Responsibilities, Manager Responsibilities (for Managers only), Customer Service, and Competencies. Note: Each section has minimum weight assigned. Additional weight can be added so that the combination of the sections equal one hundred.

Complete and make available for employee to review the criteria that they will be evaluated on during that year. This is a great opportunity for a meeting with your employee to discuss expectations.

### Stage 2: Employee evaluates self (within 1-2 months before the end of the evaluation year)

Rate each of the established criteria items in each section of the ePerformance document by determining the level of performance based on rating definitions.

Complete document and make available for manager view.

### Stage 3: Rate the employee (within 1-2 months following the end of the evaluation year)

Rate each of the established criteria items in each section of the ePerformance document by determining the level of performance based on rating definitions.

Complete document and make available for senior manager approval.

Once the senior manager approves, the document will return to the manager.

### Stage 4: Manager sets a formal meeting with the employee

This is an opportunity to discuss performance, contributions and ratings with the employee and get feedback.

Once manager has completed meeting and discussion with the employee, indicate meeting complete within the ePerformance document.

Then the document will go to the employee for electronic signature and comments.

### Stage 5: Finalize ePerformance document for HR approval

The employee will electronically sign and complete the document.

The document will go back to the manager to complete and send on to HR.

HR will review and approve or deny documents with overall ratings that fall into "Needs Improvement" which requires a Performance Plan. Any documents that do not have qualifying documents supporting this rating will be denied by HR and rerouted back to the manager for further action.

**B. What does establishing criteria mean?**

Establishing criteria for an employee includes creating goals (2-5); reviewing and editing job responsibilities (5-10); and identifying competencies (2-4) and customer service (2-4) that the employee will be evaluated on during that review period.

**Goals** - Most employees will have new goals each year and this should be an opportunity for managers and employees to work together to determine project goals, service or team goals, or individual performance improvement goals that should be targeted. Target 2-5 goals for the ePerformance document.

**Job Responsibilities** – This section of the ePerformance document comes directly from the job description.  If the job duties in this section have changed or are not specific enough, managers should edit by adding and deleting criteria to fit the employee's actual job duties.  If a manager changes more than 50% of the job duties, they should contact HR Compensation to discuss.

**Competencies** – A competency is often described as "how" one does a job, as opposed to "what" someone does, although there may be some overlap.  The goal is to identify 2-4 competencies from the list to work on.
For a complete list of competencies go to ePerformance Competencies

**Customer Service** – Customer Service is the commitment to providing value added services to customers in a timely manner.  The goal is to identify 2-4 customer service measures from the list to work on.
For a complete list of customer service measures go to ePerformance Customer Service

**C.  What is the difference between a goal, a responsibility, a competency and a customer service measure?**

A **goal** is an objective or plan of action that a person or organization plans to achieve.  A SMART goal is specific, measurable, attainable, realistic and timely.  A goal is tangible.

> **Example:**  Employee will increase service call satisfaction rating from 65% satisfied to 80% satisfied within annual review period.

A **responsibility** is a job task, action, or obligation that is part of your specific position or assignment and most often has a frequency and quality associated with it.

> **Example:** Employee is responsible to provide front line customer service daily by answering the phone, directing customers and taking messages.

A **competency** is the specific behavior, knowledge, and motivation that an employee must demonstrate in order to be effective in a given job or role.

> **Example:**  Employee demonstrates collaboration by working effectively and cooperatively with others; establishing and maintaining good working relationships.

A **customer service measure** is the added value service provided to customers, including attitude, knowledge, technical support and quality of service.

> **Example:**  Employee demonstrates availability by being accessible and open to assist wherever when needed.

**D. Why is Customer Service a competency for everyone?**

Customer Service continues to be a big focus at the University and for that reason it is an area that will be evaluated for every employee. Each employee has an opportunity to provide excellent internal or external customer service that will increase a sense of community and care.

In each area managers should identify specific service excellence behaviors and requirements for your employees. Based on your operation, identify behaviors that exemplify great Customer Service.

**E. What is the difference between weighting and rating?**

Weighting is determining what percentage of time and effort is spent on a particular area in relation to other areas. Rating is how well a person performs that particular task or set of tasks.

**F. What is the difference between weighting and rating the sections?**

You will weight sections of the ePerformance (goals, responsibilities, competencies and customer service) based on how critical each section is to the position. Typically the responsibility section will be weighted the most.

You will rate the individual items or tasks based on how critical each item is to that section.

**G. Will criteria have to be input each year or will it be transferred to next year's document?**

Criteria must be input each year, data does not copy over to the following years documents. Managers can, however copy criteria from prior year documents as well from both current and past employees (within the same job) documents.

**H. How can managers ensure that they are rating employees consistently?**

First managers can help to ensure consistency by making sure that the criteria and the weighting given for each employee is accurate. Second, by understanding the rating scale and applying it based on the definition to each employee. Third, managers should identifying specific examples that justify the rating given for each employee. Following these three steps will help managers provide consistent evaluation of employees.

I. **What is the manager's responsibility if they have an employee that is rated as "Needs Improvement"?**

The manager is responsible to communicate clearly what needs to change in terms of behavior and/or poor performance.  This communication should be a two way conversation and must be followed with written documentation. To support a "Needs Improvement" job performance rating managers need to attach a detailed Performance Improvement plan that includes specific actions and behaviors; training and support; timelines and deadlines; and consequences.  This helps ensure that employees have details on how to improve their performance and when it will be reviewed again.  To access forms go to ePerfomance Ratings Support Documentation Forms .

III. **Administrative Tasks**
   a. **What if I can't log in?**  You can request a new password or User ID from the PeopleSoft Sign On screen.
   b. **What do I do if get an alert that reads "You are not authorized to access this component…Contact your system administrator."?**  Send an email to Compensation.
   c. **What If I don't have the correct documents in my queue?**  The Report to Maintenance set up page is what ensures that you have the proper documents in your queue.  The Business Administrators for each college or department maintain this page and keep up with changes in personnel assignments. If you see documents for employees that you do not manage or missing documents for employees that you do, first contact your Business Administrator to determine if changes have been made on the Reports to Maintenance Page.  If that has been completed and you still do not see the documents contact Compensation.
   d. **Where do I go to change reporting structure when needed?**  Reporting changes should be communicated to the Department Business Administrator or College/Division Administrator.
   e. **How  and when do I transfer a document?** This managerial function is located under "Administrative Tasks" in the Performance Management section of Manager Self-Service. A manager can transfer a document when an employee transfers to a new manager; when the manager goes on extended leave and transfers supervisory duties; or when the employee has more than one supervisor that needs to provide input.
   f. **How and when do I cancel a document?**  This managerial function is located under "Administrative Tasks" in the Performance Management section of Manager Self-Service.   A manager may need to cancel a document when an employee leaves the university.  The document will be removed from the manager's queue but will be archived and available for retrieval by HR.
   g. **What if my employee is out on leave?** Managers should complete their employees document within 30 days of the employee returning from leave.
   h. **What if my employee doesn't return from leave until after the ePerformance document is due?**  Managers should notify HR that their employee is out on leave so that they aren't penalized for an incomplete document.

IV. **Function Buttons and Actions**
    a. **Save:** Works like a bookmark to save changes you have made.  The document auto saves every 5 minutes.
    b. **Edit Details:**  Within the criteria you create you will have the option to edit the details of the text.
    c. **Complete:** Ends the section you are in and routes the document to the next reviewer in the workflow.
    d. **Cancel:**  Cancels the document completely.
    e. **Delete:**  Any of the criteria items that are rated (except Customer Service) can be deleted if they do not apply to the employee's current job.  You can then replace with more accurate criteria descriptions.  Note: In the job responsibilities section the criteria is taken from a general job description (unless updated ) if changes are made to a large percentage of the responsibilities it may be time to review the job description.  In terms of competencies, concentrate on having 2-3 for each employee and delete the rest.
    f. **View:**  Once the manager "completes" the criteria stage, workflow will place the document in the employee's P.A.S.S. account under "My Performance Documents" – Current Documents for the employee to "View".
    g. **Notes:** The manager has an option to enter performance notes under the Maintain Performance Notes section in the Performance Management area.  These notes are private and do not transfer to the document for the employee to see unless the manager transfers.
    h. **Attachments:** At the end of the ePerformance document you will see a button named "Attachments" click on the button and upload saved support documents.  Document Forms are provided for employee rated "Needs Improvement" at [ePerformance Ratings and Attachments](#).
    Only the Manager has the ability to upload an attachment to an employees ePerformance document and the attachment should only be for "Needs Improvement" document form.
    i. **Notify:**  Allows you to email employee without accessing  Outlook (Tip: Copy Yourself)
    j. **Reopen or Open**:  Once you have completed the criteria, the "Reopen" function will appear allowing you to enter the document and make edits.

# ePerformance Definitions

| Term | Definition |
|------|------------|
| Competency | Demonstrable characteristic/skill that enables and improves efficiency of performance<br>Standard Competencies    Student Affairs Competencies |
| Complete Manage Evaluation | Manager provides final comments and ratings before the document is sent to senior management for approval and then sent to the employee for acknowledgement |
| Customer Service Measures | Characteristics identified as to how one would deliver service to their customers |
| Define Criteria | Manager/Employee identify performance goals and objectives for the performance period |
| Document Status/Document Steps & Tasks | Indicates where the performance document is in the process |
| Document Template | Indicates what type of template the employee has (Trades, Staff, Manager, or Executive) |
| ePerformance Division Status Report | Division Administrators can run the ePerformance Document Status Report in PeopleSoft to check on the status of employees ePerformance documents within their Division. |
| Finalize Criteria | Final opportunity to modify goals and objectives for the performance period |
| Goal | Mutually agreed upon objects for each employee to accomplish during the performance period |
| Performance Development Plan | Plan for improvement expectations required with needs improvement rating |
| Performance Period | The calendar year in which performance is reviewed |
| Rating Definitions | ePerformance Rating Scale |
| Self-Evaluation | Employee's opportunity to evaluate their performance goals and objectives-Self- Evaluation Training Guide |
| Share with Employee/Requesting Acknowledgement | Manager shares final comments and ratings with employee |