

# **Group 11 Performance Evaluation Reference Guide**

The purpose of the new group 11 performance management system is to create a more streamlined effective process allowing fast completion and save time to focus more on feedback, and coaching. Anyone hired or promoted into a group 11 title on or before 6/30/17 will have new group 11 FY17 evaluation available.

## **Key New Features in the Group 11 Evaluation**

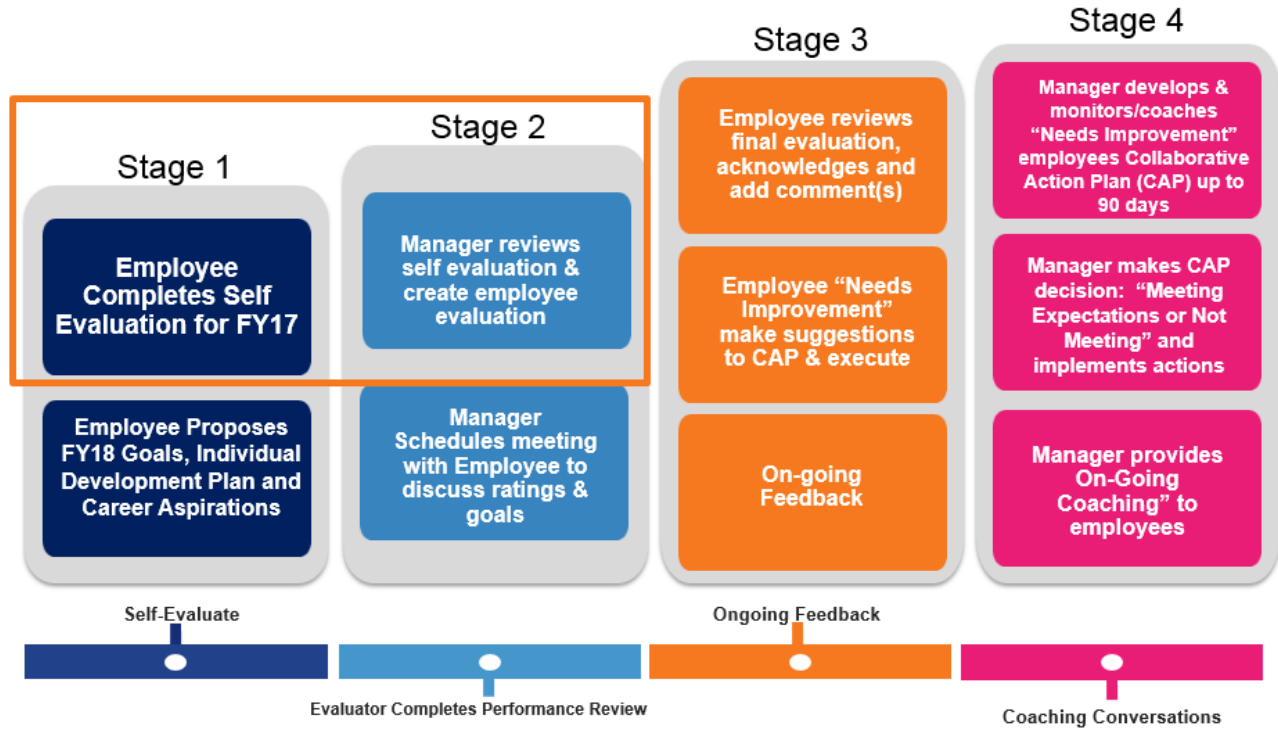
- Reduction in length of the performance evaluation from 10 pages to 2 pages
- Remote Access through VPN and or mobile devices
- Employee Self-Evaluations for you to highlight accomplishments and assess competencies
- Utilization of eSignatures (eliminating the need for signed, hardcopy evaluations)
- Ability to upload documents, such as functional competency assessments, job descriptions, work samples, commendations, etc. that will further elaborate on achievements

## Click on a Step to Learn how to do it in PeopleSoft:

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## Group 11 Performance Management Process

### Performance Management 4 Stage Process

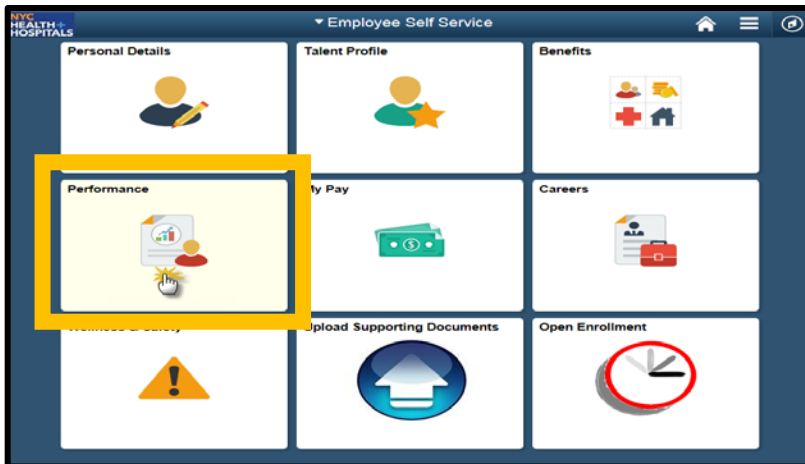


## Group 11 Evaluation Process: Employee Self- Evaluation

1. After successfully authenticating and logging into **PeopleSoft** (<https://hrms.nychhc.org>), your **Employee Self Service** homepage will appear.

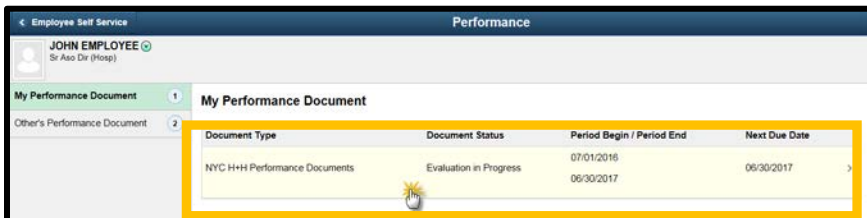
Click on the **Performance** Tile to access the self-evaluation document.

*Tiles displayed vary depending on role.*




2. Click on the appropriate performance document under **My Performance Document**.

*Multiple results may populate, select the appropriate document based on time period.*



3. Populate the self-evaluation with all applicable ratings and comments.

Click the **Save** button frequently to ensure no data loss.

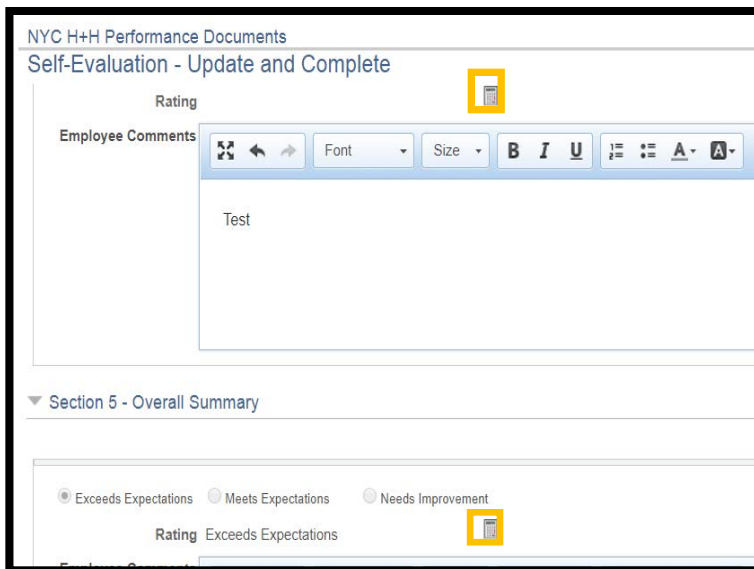
Click on the  icon at the end of each section and at the end of the evaluation to view system calculated ratings.

The following are the core competencies on which all group 11 employees will be evaluated:

- ▶ Cultural Diversity
- ▶ Customer Service
- ▶ Accountability/Ownership
- ▶ Job Effectiveness and Efficiency

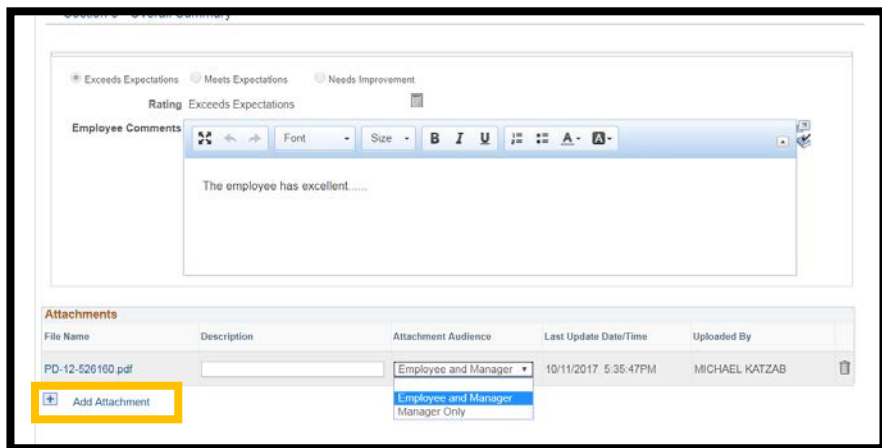
The following are the managerial competencies on which only group 11 employees with direct reports will be evaluated:

- ▶ Team Leadership
- ▶ Collaboration
- ▶ Team Development and Engagement
- ▶ Financial Skills

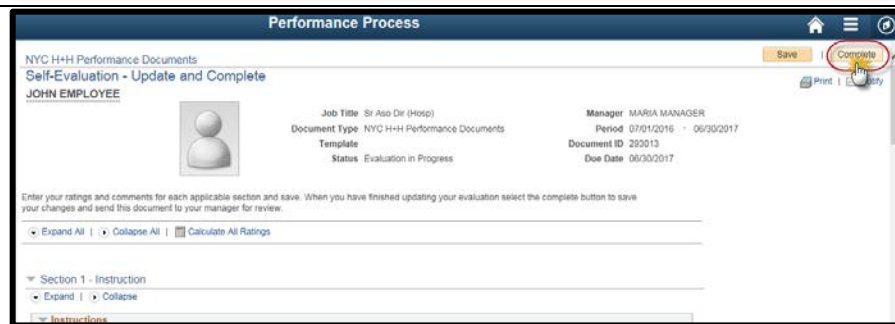


4. Click **Add Attachments** to upload supporting documentation, such as competencies, a functional job description, work samples, commendations, or documents that will further elaborate on achievements/ goals/ comments sections.

Name your file, and select **Employee and Manager** under the **Attachment Audience** column.

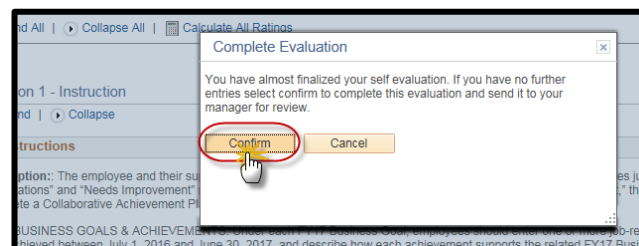


5. Once you finish your self-evaluation, click the **Complete** button in the upper right-hand corner.



6. A confirmation prompt will appear, click **Confirm** to continue.

*Your supervisor/manager will receive an e-mail notification that your self-evaluation has been completed.*

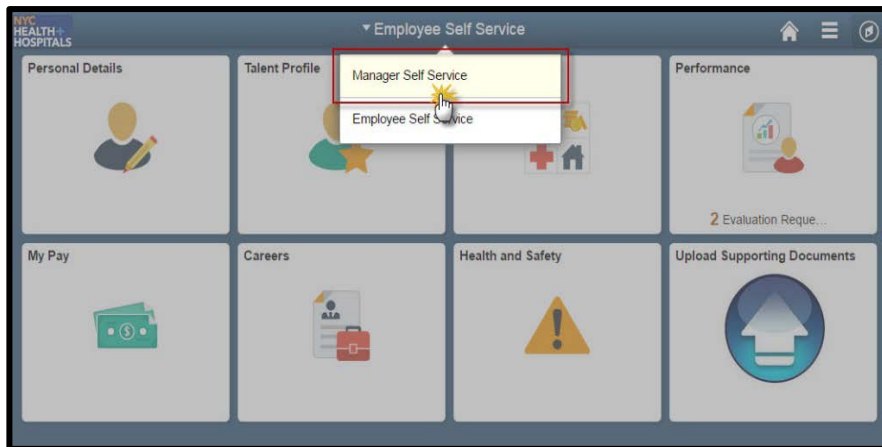


## Group 11 Evaluation Process: Performance Evaluation by Supervisor/Manager

1. After successfully authenticating and logging into **PeopleSoft** (<https://hrms.nychhc.org>), your **Employee Self Service** homepage will appear.

Click on **Employee Self Service** at the top, and then click on **Manager Self Service**.

*Tiles displayed vary depending on role.*



2. Your **Manager Self Service** homepage will display.

Click on **Manager Dashboard** tile.

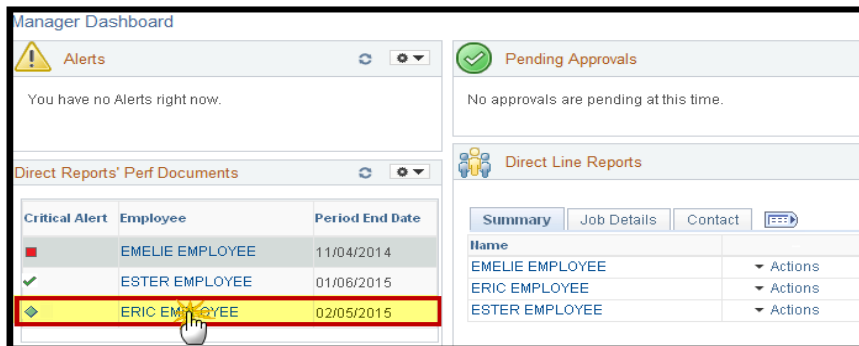


3. On the Manager Dashboard page, you will see a list of evaluations displayed under **Direct Reports Performance Documents**

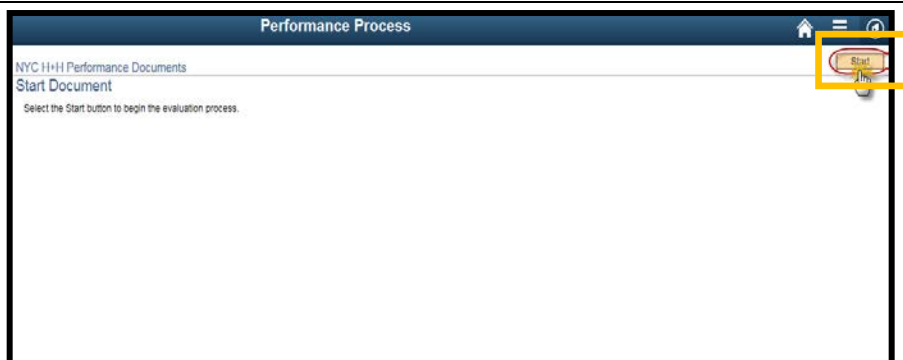
Click on the name of the employee you would like to evaluate.

Alert Definitions:

✓	indicates evaluations that have been completed
◆	indicates upcoming evaluations that have yet past due
▼	indicates evaluations that are due within 60 days
■	indicates evaluations that are at least 60 days overdue
✕	indicates evaluations that have been cancelled or auto closed by HR



4. Click **Start** on the upper right hand corner to begin the evaluation process




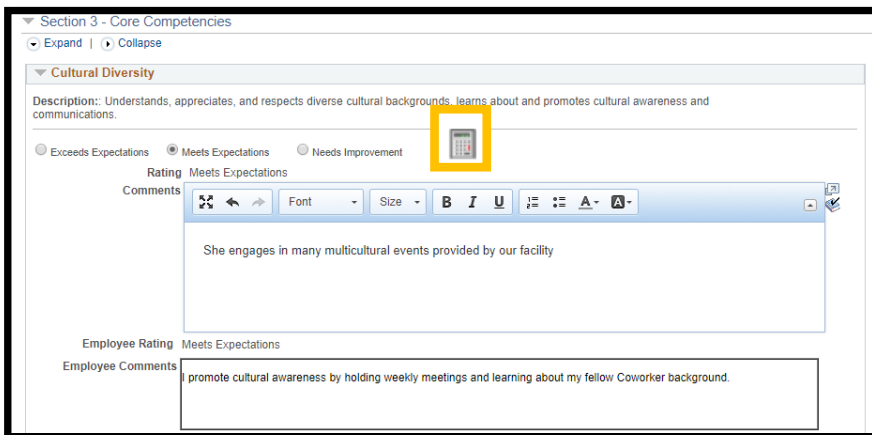
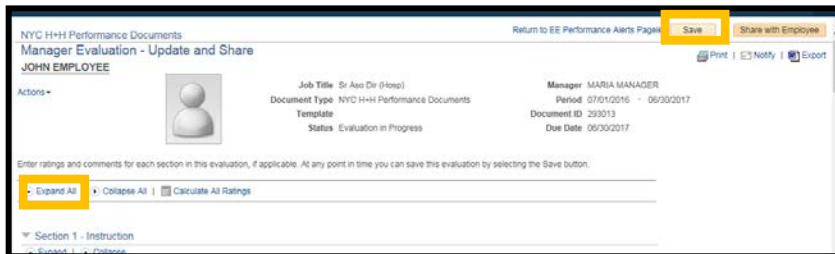
**5. Click Expand All.**

You will see the employee's self-evaluation and ratings beneath each of your comment boxes.

Populate the performance evaluation with all applicable ratings and comments.

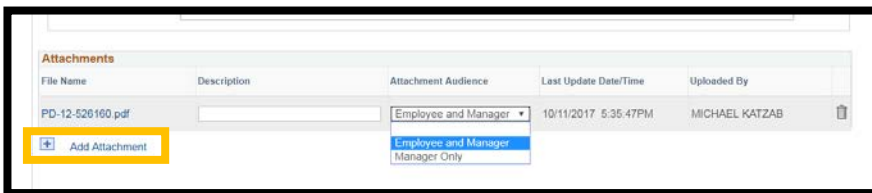
Click the **Save** button frequently to ensure no data loss.

Click on the  icon at the end of each section and at the end of the evaluation to view system calculated ratings.

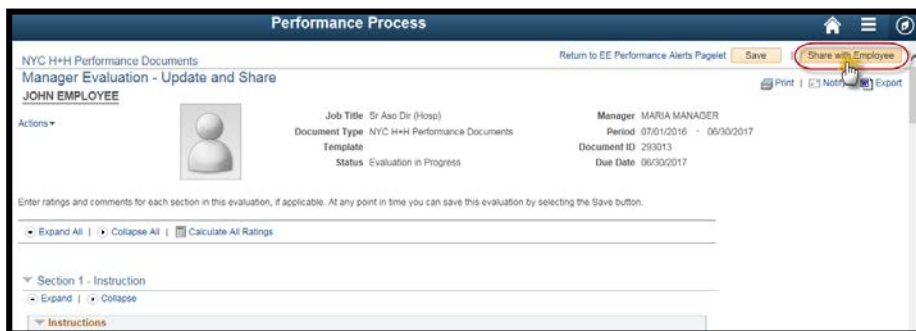


**6. Click Add Attachments** to upload supporting documentation, such as competencies, a functional job description, work samples, commendations, or documents that will further elaborate on achievements/ goals/ comments sections.

Name your file, and select either **Employee and Manager** or **Manager Only** under the **Attachment Audience** column.

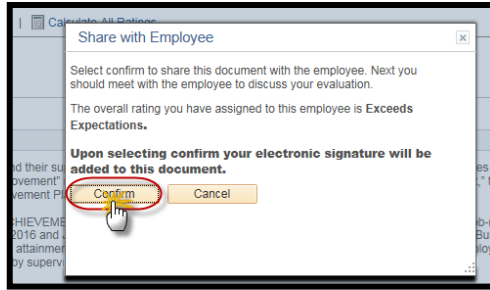


**7. Once complete, review the entire document and then click the Share with Employee button on the upper right-hand corner.**



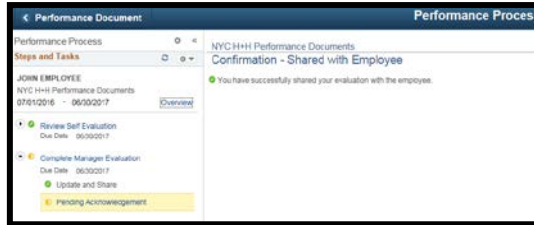
8. A confirmation prompt will appear, click **Confirm** to continue.

*The employee will receive an e-mail notification that their performance evaluation has been completed by you.*



9. A confirmation message will appear stating the document has been shared and is pending acknowledgement by the employee.

*After the employee acknowledges their evaluation, you will receive an e-mail notification.*



## Group 11 Evaluation Process: Performance Evaluation Acknowledgement by Employee

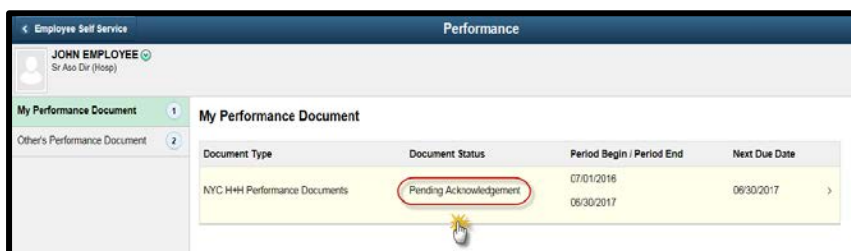
1. After successfully authenticating and logging into **PeopleSoft** (<https://hrms.nychhc.org>), your **Employee Self Service** homepage will appear.

Click on the **Performance** Tile to access the performance document.

*Tiles displayed vary depending on role.*

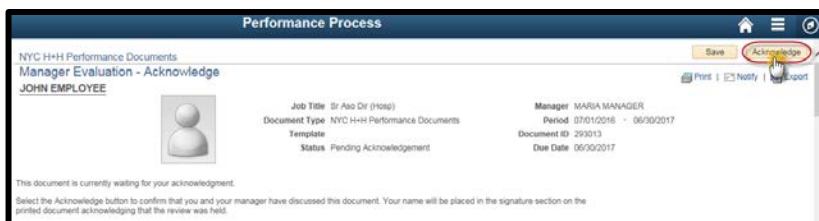


2. Click on the performance document that is **Pending Acknowledgement**.



3. Click **Expand All**.

After you review the document, click on the **Acknowledge** button in the upper right-hand corner.

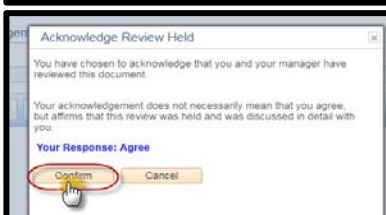
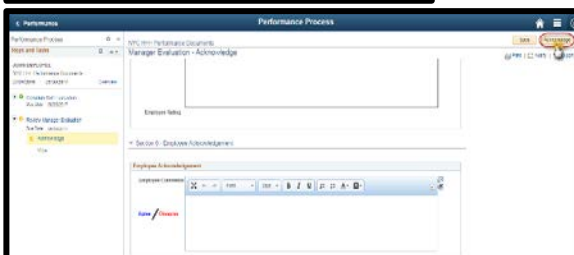
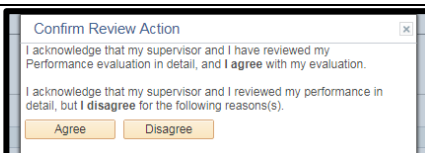


4. A confirmation prompt will appear.

Indicate whether you **agree** or **disagree** with your performance evaluation.

Enter in any applicable comments and click **Acknowledge**, and then confirm your acknowledgement.

*Your supervisor/manager will receive an e-mail notification that the performance evaluation has been acknowledged and completed, along with any comments provided.*





**NYC HEALTH + HOSPITALS GROUP 11 PERFORMANCE EVALUATION** **FY17 INDIVIDUAL CONTRIBUTOR TEMPLATE**

Employee's Name <i>(Last, First, M.I.)</i>	Employee Number (TKID)	Prepared by:	Evaluation Type: <input type="checkbox"/> 3-Month <input type="checkbox"/> Annual <input type="checkbox"/> Promotion <input type="checkbox"/> Other/Comments:		
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Employee's Title	Facility/Department/Unit	Title	Date	Period Covered	From:	To:
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The employee and their supervisor will use the designated rating scale and provide comments and examples justifying each "Exceeds Expectations" and "Needs Improvement" rating, including the Overall Rating. If the Overall Rating is "Needs Improvement," the supervisor must also complete a Collaborative Achievement Plan (CAP), and review/discuss with the employee at the time of evaluation.

<b>Exceeds Expectations (EE)</b>	Performance consistently exceeds expectations in all essential areas of responsibility, and the quality of work overall is excellent.
<b>Meets Expectations (ME)</b>	Performance consistently meets expectations in all essential areas of responsibility (at times possibly exceeding expectations) and the quality of work overall is satisfactory.
<b>Needs Improvement (NI)</b>	Performance does not consistently meet expectations in one or more essential areas of responsibility and, as a result, a Collaborative Achievement Plan (CAP) will be implemented, which includes a timeline, performance standards, and expectations for improvement.

**FY17 BUSINESS GOALS & ACHIEVEMENTS:** Under each FY17 Business Goal, employees should enter one or more job-related goals/objectives that they achieved between July 1, 2016 and June 30, 2017, and describe how each achievement supports the related FY17 Business Goal. Employees should then rate themselves on attainment of and/or contribution toward advancement of each FY17 Business Goal. Employee-entered ratings and achievements will be reviewed by supervisor, and then the supervisor rates the employee.

		Self Rating EE ME NI <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Supervisor's Rating EE ME NI <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Quality</b>	To increase quality by demonstrating a commitment to the delivery of the best possible care and/or service, continuous improvement, and efficiency.		
	Employee-entered FY17 Achievement(s):		
<b>Safety</b>	To improve Patient/Staff/Public Safety by demonstrating a commitment to providing safe, accessible and comprehensive care and/or service to our patients, customers, and/or employees, and by maintaining a safe work environment.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Employee-entered FY17 Achievement(s):		
<b>Patient/Employee Experience</b>	To listen to patients, customers, and employees to drive improvement in experience and engagement across settings.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Employee-entered FY17 Achievement(s):		
<b>Compliance</b>	To support NYC Health + Hospitals' Compliance Program by following and/or ensuring assigned staff follow established operating procedures, policies and regulations; and by participating in required training.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Employee-entered FY17 Achievement(s):		
<b>Financial Viability</b>	To increase Financial Viability by managing and utilizing financial assets and resources in a cost-effective manner.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Employee-entered FY17 Achievement(s):		

**CORE COMPETENCIES:** At the end of the evaluation period, employees should rate themselves on their demonstration of each Core Competency. Employee-entered ratings will be reviewed by supervisor, and then the supervisor rates the employee.

		Self Rating <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Supervisor's Rating <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Cultural Diversity</b>	Understands, appreciates, and respects diverse cultural backgrounds, learns about and promotes cultural awareness and communications.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Customer Service</b>	Meets and manages expectations/needs of our multicultural community and workforce.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Accountability/Ownership</b>	Demonstrates the ability to hold people accountable to standards of performance and takes responsibility for own commitments, actions, and decisions.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Job Effectiveness and Efficiency</b>	Effectively and efficiently executes job duties, within the scope of professional role and responsibilities.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

**SYSTEM-CALCULATED AVERAGE OVERALL RATING AND COMMENTS/EXAMPLES (IF DESIRED AND/OR REQUIRED):**

Exceeds Expectations    Meets Expectations    Needs Improvement

**FINAL SIGNATURES:** These signatures indicate that the Group 11 employee and supervisor have read and discussed this completed evaluation.

Employee's Signature	Date
Supervisor's Signature	Date

**NYC HEALTH + HOSPITALS GROUP 11 PERFORMANCE EVALUATION** **FY17 MANAGERIAL TEMPLATE**

Employee's Name <i>(Last, First, M.I.)</i>	Employee ID (TKID)	Prepared by:	Evaluation Type: <input type="checkbox"/> 3-Month <input type="checkbox"/> Annual <input type="checkbox"/> Promotion <input type="checkbox"/> Other/Comments:		
Employee's Title	Facility/Department/Unit	Title	Date	Period Covered	From: _____ To: _____

The employee and their supervisor will use the designated rating scale and provide comments and examples justifying each "Exceeds Expectations" and "Needs Improvement" rating, including the Overall Rating. If the Overall Rating is "Needs Improvement," the supervisor must also complete a Collaborative Achievement Plan (CAP), and review/discuss with the employee at the time of evaluation.

<b>Exceeds Expectations (EE)</b>	Performance consistently exceeds expectations in all essential areas of responsibility, and the quality of work overall is excellent.
<b>Meets Expectations (ME)</b>	Performance consistently meets expectations in all essential areas of responsibility (at times possibly exceeding expectations) and the quality of work overall is satisfactory.
<b>Needs Improvement (NI)</b>	Performance does not consistently meet expectations in one or more essential areas of responsibility and, as a result, a Collaborative Achievement Plan (CAP) will be implemented, which includes a timeline, performance standards, and expectations for improvement.

**FY17 BUSINESS GOALS & ACHIEVEMENTS:** Under each FY17 Business Goal, employees should enter one or more job-related goals/objectives that they achieved between July 1, 2016 and June 30, 2017, and describe how each achievement supports the related FY17 Business Goal. Employees should then rate themselves on attainment of and/or contribution toward advancement of each FY17 Business Goal. Employee-entered ratings and achievements will be reviewed by supervisor, and then the supervisor rates the employee.

Quality	To increase quality by demonstrating a commitment to the delivery of the best possible care and/or service, continuous improvement, and efficiency.	Self Rating			Supervisor's Rating		
		EE	ME	NI	EE	ME	NI
	Employee-entered FY17 Achievement(s):						
Safety	To improve Patient/Staff/Public Safety by demonstrating a commitment to providing safe, accessible and comprehensive care and/or service to our patients, customers, and/or employees, and by maintaining a safe work environment.						
	Employee-entered FY17 Achievement(s):						
Patient/Employee Experience	To listen to patients, customers, and employees to drive improvement in experience and engagement across settings.						
	Employee-entered FY17 Achievement(s):						
Compliance	To support NYC Health + Hospitals' Compliance Program by following and/or ensuring assigned staff follow established operating procedures, policies and regulations; and by participating in required training.						
	Employee-entered FY17 Achievement(s):						
Financial Viability	To increase Financial Viability by managing and utilizing financial assets and resources in a cost-effective manner.						
	Employee-entered FY17 Achievement(s):						

**CORE AND MANAGERIAL COMPETENCIES:** At the end of the evaluation period, employees should rate themselves on their demonstration of each Core and Managerial Competency. Employee-entered ratings will be reviewed by supervisor, and then the supervisor rates the employee.

CORE COMPETENCIES				MANAGERIAL COMPETENCIES		
<b>Cultural Diversity:</b> Understands, appreciates, and respects diverse cultural backgrounds, learns about and promotes cultural awareness and communications.				<b>Team Leadership:</b> The ability to see oneself as a leader of others, from forming a top team that possesses balanced capabilities to setting the mission, values, and norms and holding team members accountable for results individually and as a group.		
<b>Customer Service:</b> Meets and manages expectations/needs of our multicultural community and workforce.				<b>Collaboration:</b> The ability to work cooperatively with others, to be part of a team, and to work together, as opposed to working separately or competitively.		
<b>Accountability/Ownership:</b> Demonstrates the ability to hold people accountable to standards of performance and takes responsibility for own commitments, actions, and decisions.				<b>Team Development and Engagement:</b> The drive to build the breadth and depth of the organization's human capability, including supporting top-performing people and taking a personal interest in coaching and mentoring employees and promoting individual and team engagement.		
<b>Job Effectiveness and Efficiency:</b> Effectively and efficiently executes job duties, within the scope of professional role and responsibilities.				<b>Financial Skills:</b> The ability to understand and explain financial and accounting information, prepare and manage budgets, and make sound long-term investment decisions.		

**SYSTEM-CALCULATED AVERAGE OVERALL RATING AND COMMENTS/EXAMPLES (IF DESIRED AND/OR REQUIRED):**

Exceeds Expectations  Meets Expectations  Needs Improvement

**FINAL SIGNATURES:** These signatures indicate that the Group 11 employee and supervisor have read and discussed this completed evaluation.

Employee's Signature	Date
Supervisor's Signature	Date

# Collaborative Achievement Plan (CAP) Template

**To:** (Employee's Name)  
**From:** (Supervisor's Name)  
**Subject:** Collaborative Achievement Plan (CAP)  
**Period:** (Supervisor indicates the beginning and end dates to create a period of 30, 45, 60, 90, or another number of days, depending on the situation)

The purpose of this memorandum is to outline a Collaborative Achievement Plan (CAP) for the key area(s) where performance is less than satisfactory; to draw specific attention to the area(s) in which improvement is needed; and to ensure that you understand the expectations of your position. This plan will take effect immediately.

Described below is/are the main area(s) in which improvement is essential in order to succeed in your role as (Director of Sample Unit).

**(Improvement Area 1)**

Add a description of the behavior that needs improvement, describe why it needs improvement, and clearly explain what is expected of the employee in order to achieve success in this area.

**(Improvement Area 2)**

Add a description of the behavior that needs improvement, describe why it needs improvement, and clearly explain what is expected of the employee in order to achieve success in this area.

**(Improvement Area 3) – More can be added, if needed.**

Add a description of the behavior that needs improvement, describe why it needs improvement, and clearly explain what is expected of the employee in order to achieve success in this area.

**Other Actions to Improve Performance (provided by employee):**

**Challenges/Barriers to implement plan (provided by employee):**

**Conclusion**

Unless otherwise justified, you, the employee, will have the duration indicated above to demonstrate improved performance in the aforementioned area(s). I, your supervisor, will meet with you periodically to discuss your progress and address any area(s) of concern. If you find that you need help in meeting any of the provisions of this plan, it is your responsibility to seek assistance from me (and other supervisors/managers, as appropriate). If you fail to meet the required improvements in the area(s) identified above, a separation of service could be considered. Additionally, failure to sustain previously achieved improvements could also result in separation from your current position.

**Acceptance**

I acknowledge these performance improvements and I agree to participate in this Collaborative Achievement Plan (CAP). **Employee and supervisor must e-sign the CAP.**

\_\_\_\_\_  
**Type Employee's Name**

**Date:** \_\_\_\_\_

\_\_\_\_\_  
**Type Supervisor's Name**

**Date:** \_\_\_\_\_