## INTRODUCTION

Welcome to NYC Health and Hospitals Group 11 Performance Management course, Part Two.

This course is designed for all non-unionized Group 11 employees and will focus on the complete and acknowledge phases of the performance management process.

Click on the PDF icon to download a copy of this training.

Click on the "CC" button to view the closed captions.
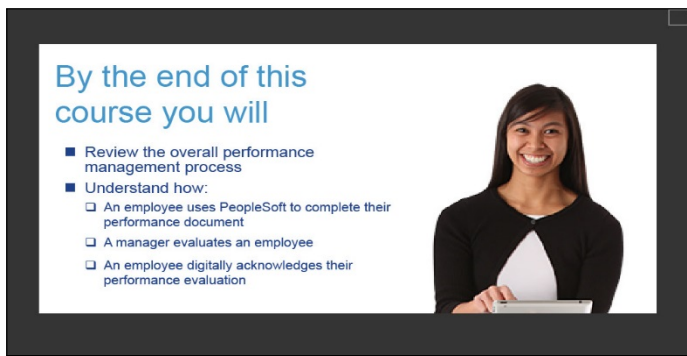
By the end of this course, you will have the opportunity to review the overall performance management process for Group 11 non-unionized employees and understand how:

- An employee uses PeopleSoft to complete their performance document
- A manager evaluates an employee
- An employee digitally acknowledges their performance evaluation.

## Review of the Performance Management Process

Let's start with a quick review of the Performance Management Process.

In the Create phase, the employee creates their individual goals in their performance document on Employee Self-Service.

In the Collaborate phase, the employee updates their performance document to discuss with their manager on a regular basis.

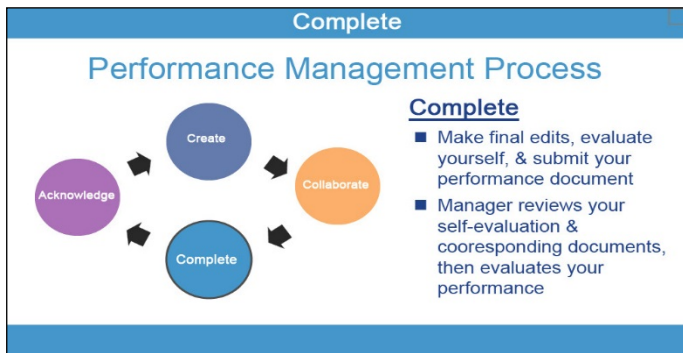**Performance Management Part 2 – Complete and Acknowledge**
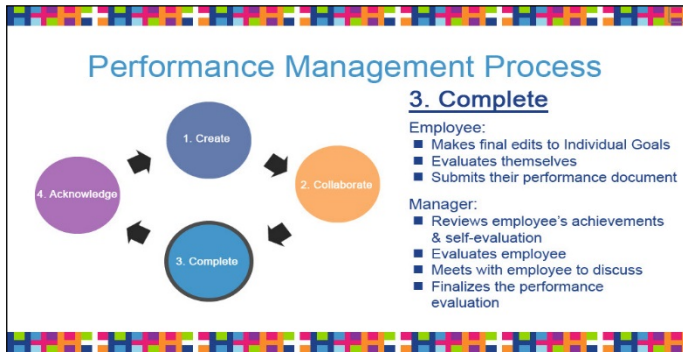
In the Complete phase, the employee makes their final edits to their performance document, evaluates their performance, and submits their performance document to their manager.

The manager reviews the employee's achievements and self-evaluation, evaluates the employee, meets with the employee to discuss, and then finalizes the performance evaluation.

In the Acknowledge phase, the employee receives an email with a link to acknowledge their performance evaluation.

Once the employee has acknowledge their performance evaluation, their manager receives an email with a link to view the employee's acknowledgement and comments in Manager Self-Service.

Complete Phase: Finalizing Your Performance Document

Let's take a closer look at the Complete phase.
In this phase, you make your final edits, evaluate yourself and submit your performance document.

Your manager reviews your self-evaluation and corresponding documents, then evaluates your performance.
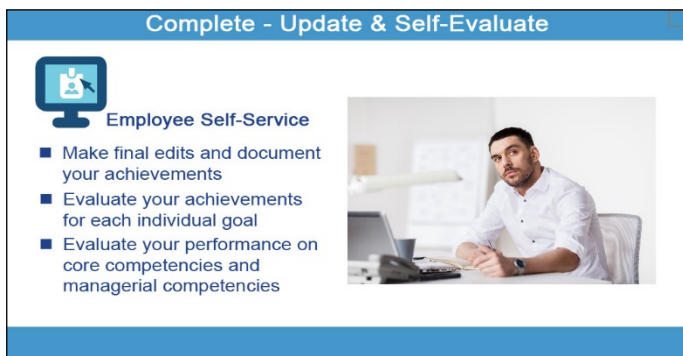
As an employee, you start the complete phase by making your final edits and document your achievements in Employee Self-Service.

Next you evaluate your achievements for each individual goal.

Then, you evaluate your performance on our system's core competencies and managerial competencies, if you have direct reports.

STAR Technique to Enter Achievements
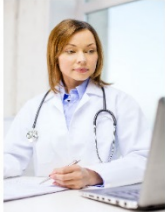
To document your achievements, use the STAR technique.

- Start by describing the Situation.
- Describe the Task that needs to be accomplished.
- Describe the Action that you took.
- Describe the Results of your actions.

Let's take a look at an achievement example for a Director of an OB practice.

The business goal is about access to care.

The situation is a decrease in the number of deliveries by pre-natal patients in the OB practice, which can lead to reduced revenue and continuity of care for the pregnant patient.

The task is to improve engagement of current pre-natal patients and establish new relationships with community providers to have their patients deliver their babies at the OB practice.

The action taken is to improve retention of current pre-natal patients and establish partnerships with neighborhood clinics, ambulette services, and local community practices to create a targeted community pre-natal care-to-delivery outreach program.

The result is increased awareness of pre-natal-to-delivery services and increased OB deliveries in the OB practice, increasing the number of deliveries by 2% in the upcoming year.

Three Tiered Rating Scale

At NYC Health and Hospitals, we are using a three tiered rating scale: Exceeds Expectations, Meets Expectations, or Needs Improvement.

If you or your manager selects Exceeds Expectations or Needs Improvement, you must include a description and examples to justify this rating.

Performance Management Part 2 – Complete and Acknowledge

Complete - Three Tiered Rating Scale

✓ **Exceeds Expectations (EE)**
Performance consistently exceeds expectations in all essential areas of responsibility, and the quality of work overall is excellent.

Let's look at each rating in more detail.

Exceeds Expectations is when an employee's performance consistently exceeds expectations in all essential areas of responsibility, and the quality of the work is overall excellent.

Complete - Three Tiered Rating Scale

✓ **Meets Expectations (ME)**
Performance consistently meets expectations in all essential areas of responsibility (at times possibly exceeding expectations) and the quality of work overall is satisfactory.

Meets Expectations is when an employee's performance consistently meets expectations in all essential areas of responsibility (at times possibly exceeding expectations), and the quality of work overall is satisfactory.

Complete - Three Tiered Rating Scale

✓ **Needs Improvement (NI)**
Performance does not 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.

Needs Improvement - Collaborative Achievement Plan, and Unsatisfactory Performance Notice

Needs Improvement is when an employee's performance does not meet expectations in one or more essential areas of responsibility and, as a result, a Collaborative Achievement Plan, also known as a CAP, will be implemented.

A CAP includes a timeline, performance standards, and expectations for improvement.

Go to MyLearning in the PeopleSoft ELM to take a course in the Performance Management series that will demonstrate the process in more detail.

Complete - Unsatisfactory Performance Notice

Unsatisfactory Performance Notice
- Created when performance is below expectations in essential area(s) of responsibility & reasonable progress has not been made
- And these deficiencies cannot be corrected and/or continued employment is not in the best interest of NYC Health + Hospitals

Manager Self Service

When performance is below expectations in essential area(s) of responsibility and reasonable progress has not been made and these deficiencies cannot be corrected and/or continued employment is not in the best interest of NYC Health and Hospitals, an Unsatisfactory Performance Notice (UPN) is created in Manager Self-Service.

Go to MyLearning in the PeopleSoft ELM to take a course in the Performance Management series that will demonstrate the process in more detail.

Performance Management Part 2 – Complete and Acknowledge

Employee Demonstrations

In Employee Self-Service, we will see a series of demonstrations, including updating achievements for business and individual goals, self-evaluating business and individual goals, and competencies.

Demonstration: Updating Employee's Performance Document
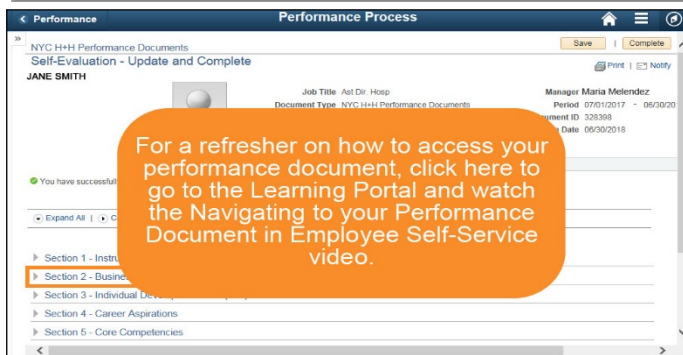
First, let's start with updating the business and individual goals, documenting achievements, and self-evaluation.
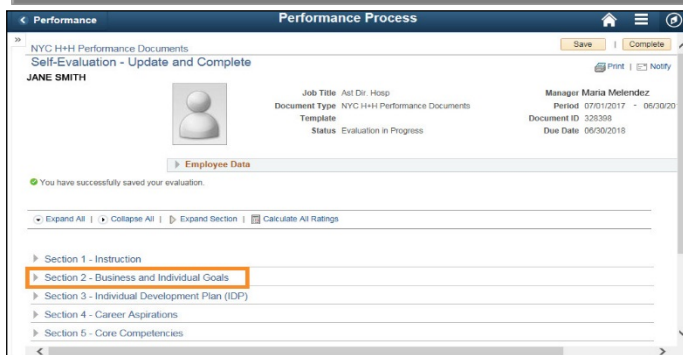
For a refresher on how to access your performance document, go to the Learning Portal and watch the Navigating to Your Performance Document in Employee Self-Service video.

To make your edits to your individual goals and document your achievements, expand Section 2 - Business and Individual Goals.

Performance Management Part 2 – Complete and Acknowledge

Scroll down.

In this demonstration, we will be using the Access to Care business goal.

On your performance document, you can enter your achievements for each business and individual goal. Expand the business goal.

Under Goals, Metrics, and Achievements, enter your achievements.

Next, you can self-rate this individual goal by selecting either Exceeds Expectations, Meets Expectations, or Needs Improvement.

Continue to enter your achievements and rate yourself for each business goal.

Click the Save button to update the performance document.

Performance Management Part 2 – Complete and Acknowledge
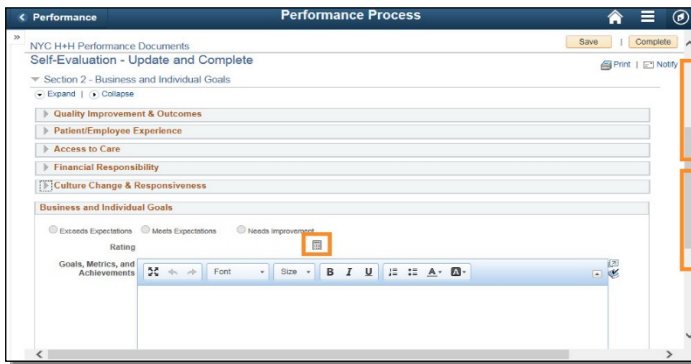
After you have completed updating your achievements, scroll down to view the Business and Individual goals section summary and click the Calculator to calculate the rating for this section.
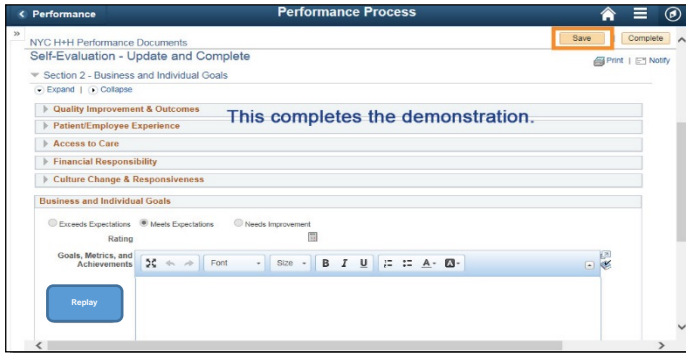
Click the Save button to update the performance document.

This completes the demonstration of entering your achievements for your business and individuals goals and self-evaluating these business and individual goals.

To view this demonstration again, click the Replay button or click the Next Arrow to continue.

Demonstration: Updating Core Competencies

In this demonstration, you will see how to evaluate yourself on the core competencies.
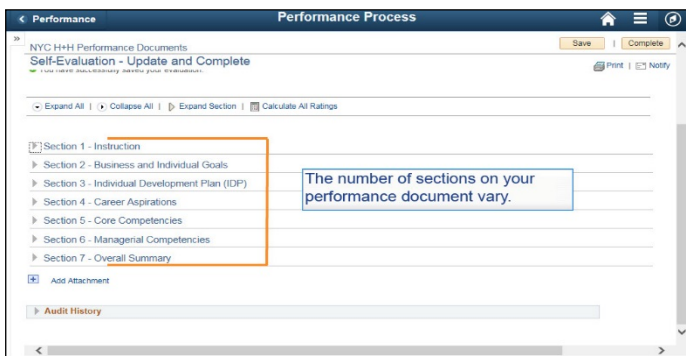
Remember the number of sections on your performance document vary.

Performance Management Part 2 – Complete and Acknowledge

If you have direct reports, either Group 11 non-unionized employees or Group 12 unionized employees, there is an additional section call Managerial Competencies.
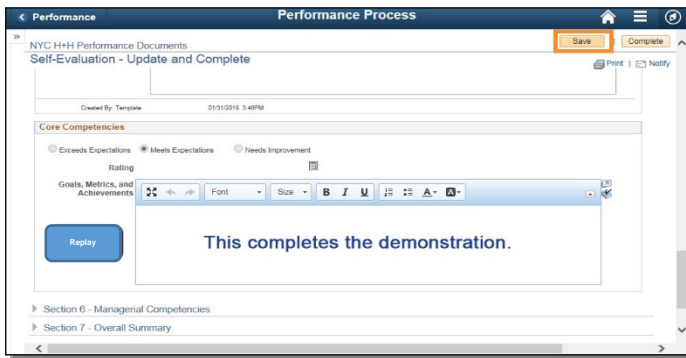
Now you are ready to evaluate yourself on the system's core competencies by expanding Section 5 - Core Competencies.

Expand each core competency one at a time to rate yourself. Select the appropriate rating for each core competency.

For each core competency, you have the option to enter supporting comments.

Scroll down to the Core Competencies summary section and click the Calculator to calculate the rating for this section.

Performance Management Part 2 – Complete and Acknowledge

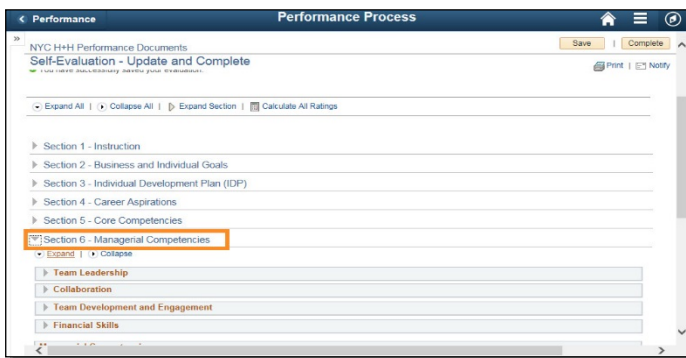Click the Save button to update the performance document.

This completes the demonstration of self-evaluating core competencies.

To view this demonstration again, click the Replay button or click the Next Arrow to continue.
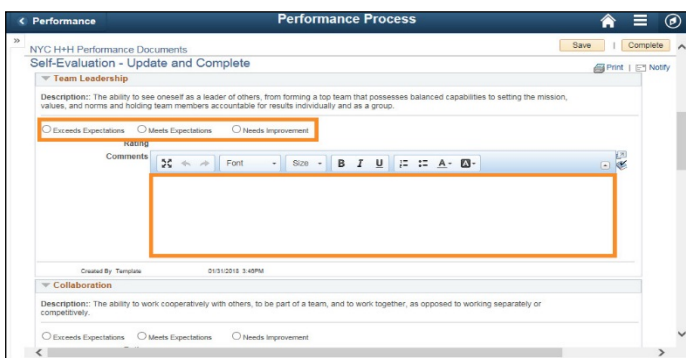

Demonstration: Updating Managerial Competencies for Supervisors

Next, let's see how to evaluate yourself on managerial competencies if you supervise employees.
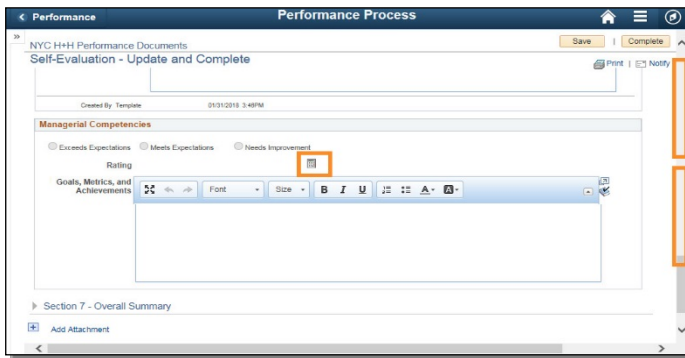

Scroll down to expand the Managerial Competencies section.

Rate yourself on each managerial competency by selecting the appropriate rating.

For each managerial competency, you have the option to enter supporting comments.

Performance Management Part 2 – Complete and Acknowledge

Scroll down to the Managerial Competencies summary section and click the Calculator to calculate the rating for this section.
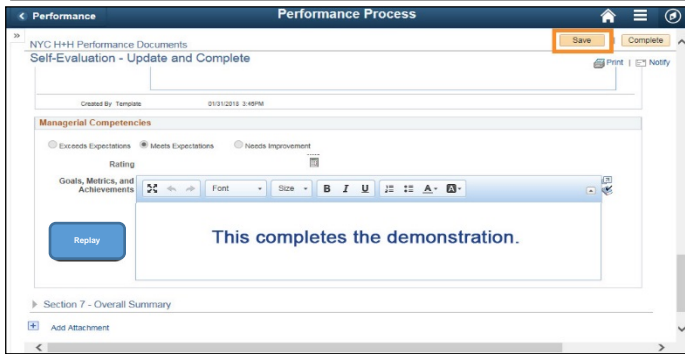
Click the Save button to update the performance document.

This completes the demonstration of self-evaluating managerial competencies.

To view this demonstration again, click the Replay button or click the Next Arrow to continue.

### Demonstration: Calculating Your Overall Self-Evaluation

In this demonstration, you will see how to calculate your overall self-evaluation.
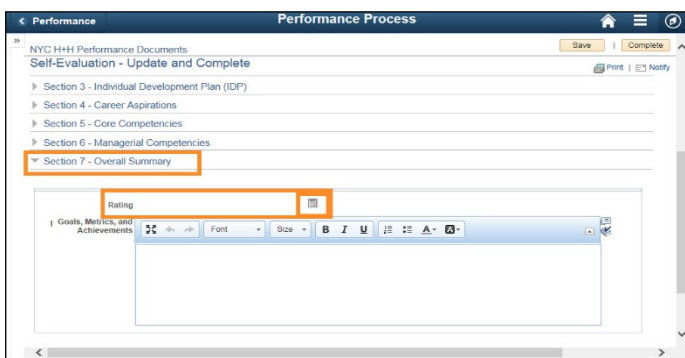
Each time you save your performance document, each section summary and overall performance document summary automatically updates your ratings for each section.

If you have not been saving the performance document regularly, then scroll down to the overall summary section and click the Calculator to calculate your self-rating for the finalized performance document.

**Performance Management Part 2 – Complete and Acknowledge**
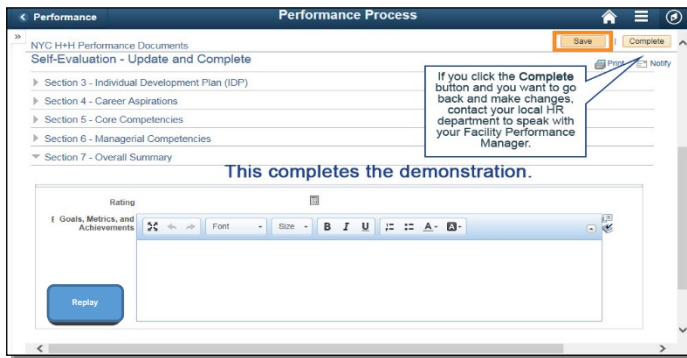
Click the Save button to update the performance document.

If you click the **Complete** button and you want to go back and make changes, you may contact your local facility Human Resources department to speak with the Facility Performance Manager to make your employee's performance document available for editing.

This is the final demonstration in updating your performance document at the end of the year.

To view this demonstration again, click the Replay button or click the Next Arrow to continue.
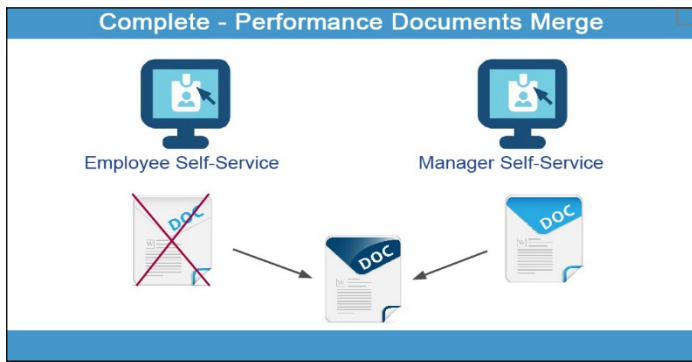
Completing the Performance Document

When you click on the Complete button in Employee Self-Service, you will no longer have access to your performance document, as PeopleSoft merges your performance document with your manager's version of your performance document.
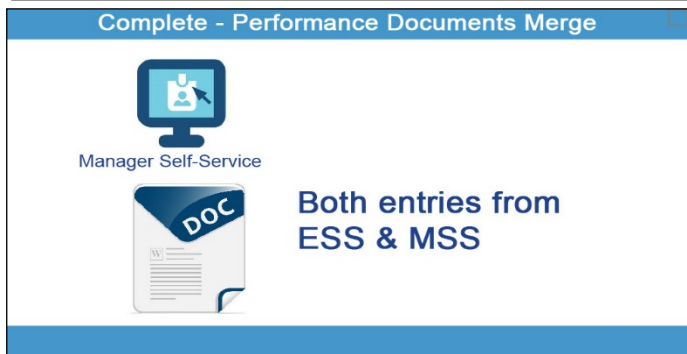
In Manager Self-Service, your manager will be able to see both your entries from Employee Self-Service in addition to their notes entered in Manager Self-Service.
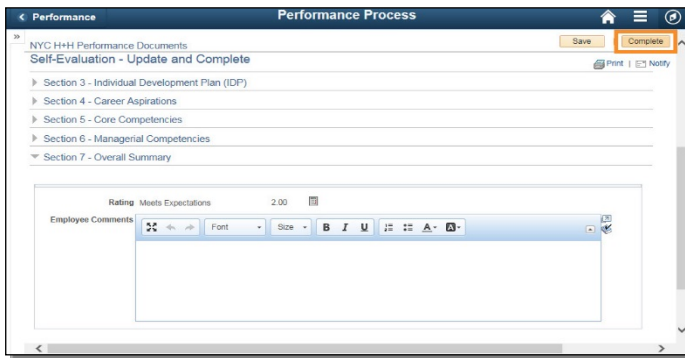
In a later demonstration, we will take a closer look at what a manager does in Manager Self-Service.


Demonstration: Completing the Performance Document

In this demonstration, you will see how to complete the performance document for the current year.
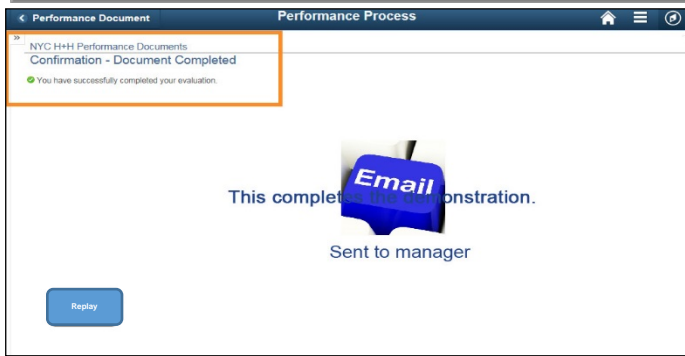
Performance Management Part 2 – Complete and Acknowledge

In the performance document on Employee Self-Service, click the Complete button to submit the performance document for your manager to review and evaluate your performance.
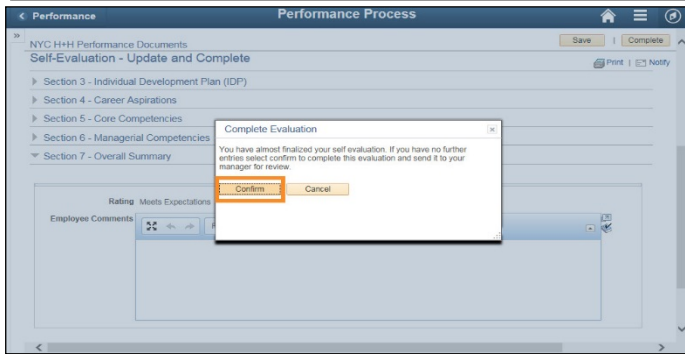

Click the Confirm button. Once you make this selection, you will not be able to edit your performance document.

This message confirms that you have successfully completed your self-evaluation and an email with a link is sent to your manager for them to evaluate your performance.

This completes this demonstration.

To view this demonstration again, click the Replay button or click the Next Arrow to continue.
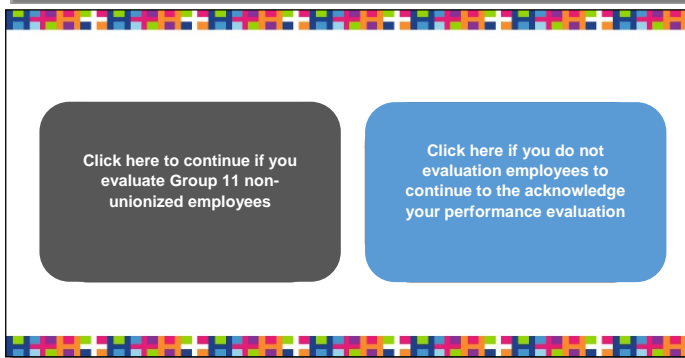
Click on the gray box if you evaluate Group 11 non-unionized employees to see a demonstration on how to complete these tasks in Manager Self-Service.

Click on the blue box if you do not evaluate employees to continue to acknowledge your performance evaluation.

Performance Management Part 2 – Complete and Acknowledge

Demonstration: Manager Updating an Employee's Performance Document

In Manager Self-Service, we will see a series of demonstrations on how to evaluate an employee, how to review a performance document, and how to finalize the performance document after the employee meeting.

Demonstration: Evaluating an Employee's Business and Individual Goals
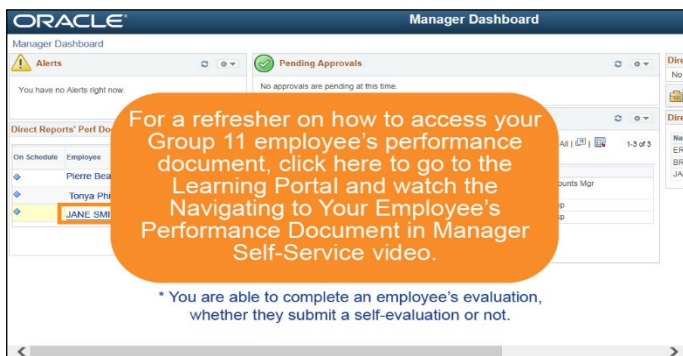
In this first demonstration, you will see how to evaluate your employee's business and individual goals.
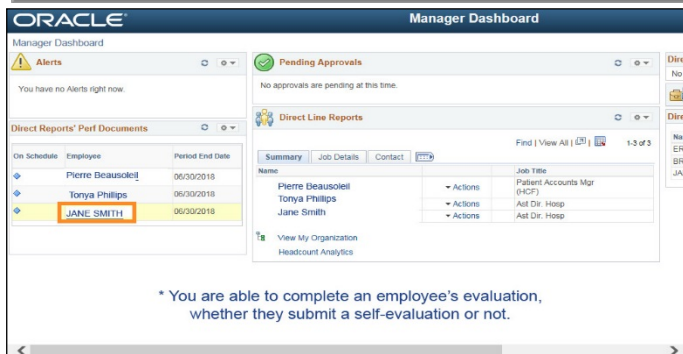
For a refresher on how to access your Group 11 employee's performance document, click here to go to the Learning Portal and watch the Navigating to Your Employee's Performance Document in Manager Self-Service video.

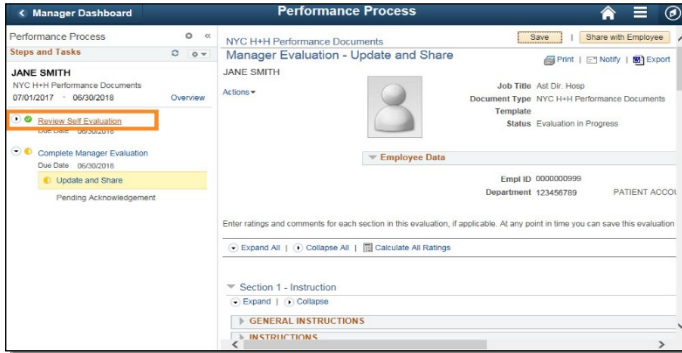In Manager Self-Service, go to the Manager Dashboard, and select the employee to be evaluated.

Note, you are able to complete an employee's evaluation, whether they submit a self-evaluation or not.

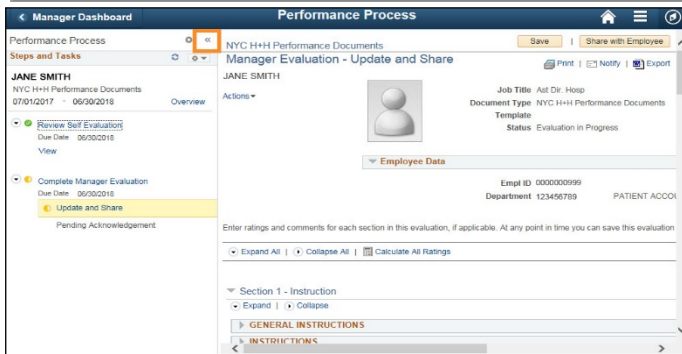## Performance Management Part 2 – Complete and Acknowledge
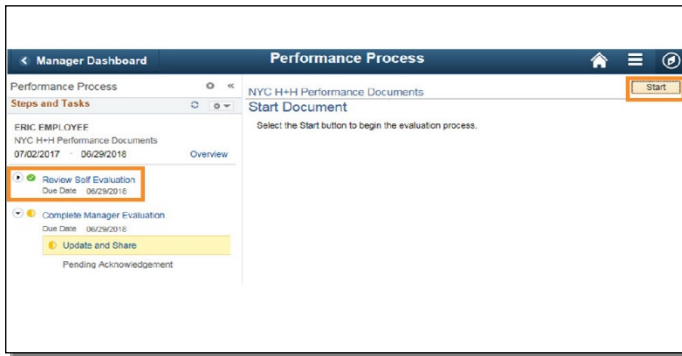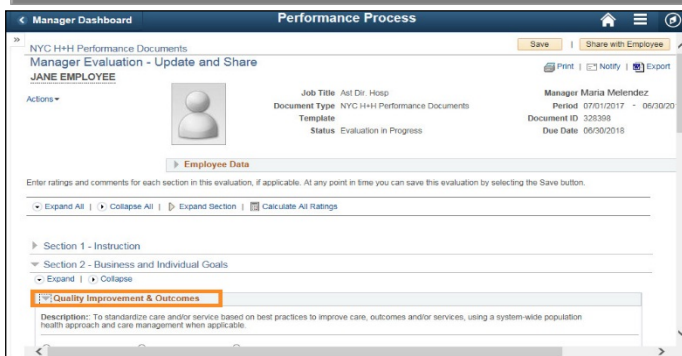
Click the Review Self Evaluation link.

Then, click the Start button.

Click the Review Self Evaluation link.

Click the Collapse button to hide the Steps and Tasks.

In Section 2 - Business and Individuals Goals, scroll down to expand each individual goal to view the employee's achievements.

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Performance Management Part 2 – Complete and Acknowledge

Below you will see your employee's comments related to each business and individual goal.

In the Manager Comments box, enter information regarding the employee's performance for each business and individual goal.

Next, rate your employee on each business and individual goal by selecting either Exceeds Expectations, Meets Expectations, or Needs Improvement.

Scroll down to the Business and Individual Goals summary section and click the Calculator to calculate the rating for this section.

Click the Save button to update the performance document.

This completes the demonstration of a manager evaluating an employee's business and individual goals.

To view this demonstration again, click the Replay button or click the Next Arrow to continue.

Demonstration: Evaluating an Employee's Core Competencies

In this demonstration, you will see how to evaluate your employee's core competencies.

Scroll down to expand the Core Competencies section.
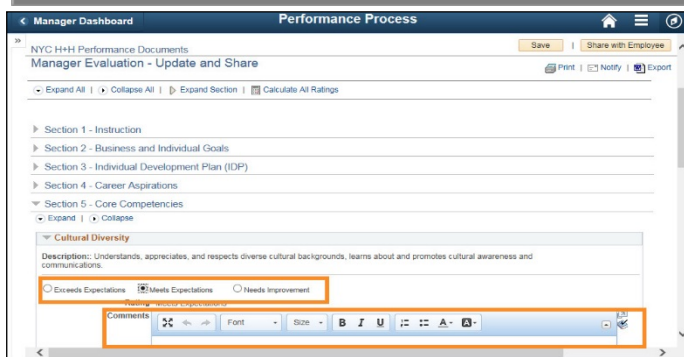
Rate your employee for each core competency by selecting the appropriate rating.

For each core competency, you have the option to enter supporting comments.

Scroll down to the Core Competencies summary section and click the Calculator to calculate the rating for this section.

Performance Management Part 2 – Complete and Acknowledge

Click the Save button to update the performance document.

This completes the demonstration of a manager evaluating an employee's core competencies.

To view this demonstration again, click the Replay button or click the Next Arrow to continue.
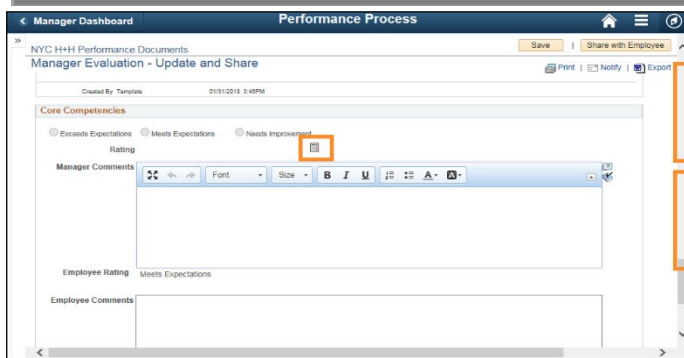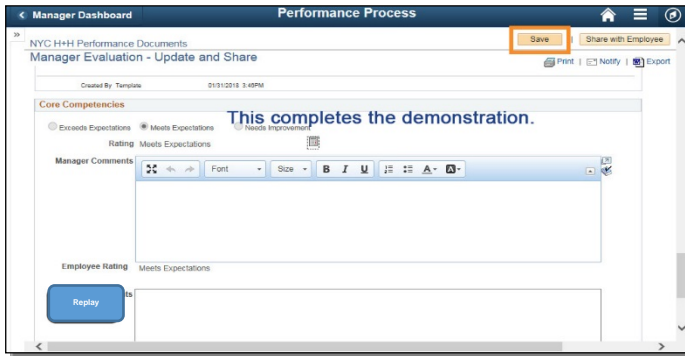

Demonstration: Evaluating an Employee's Managerial Competencies, if they have direct reports

In this next demonstration, you will see how to evaluate your employee's managerial competencies, if they have direct reports.
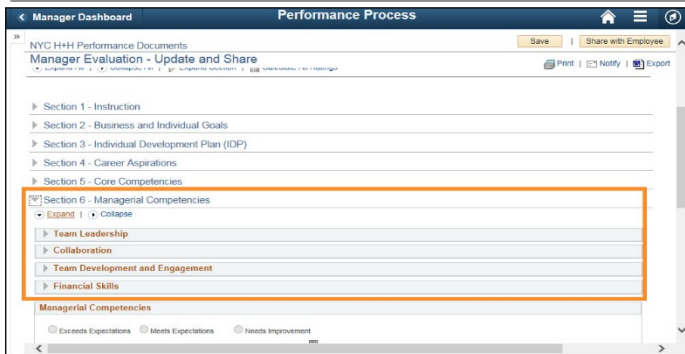
Scroll down to expand the Managerial Competencies section.
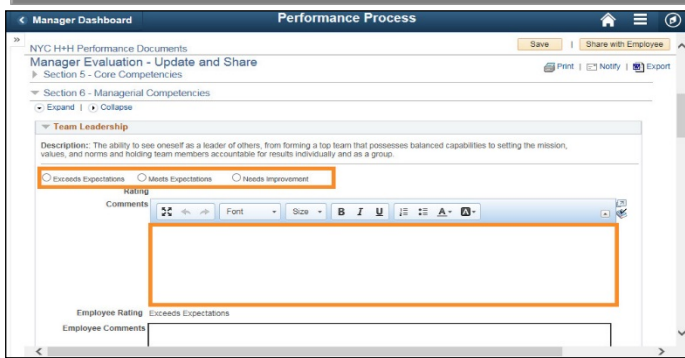
Rate your employee on each managerial competency by selecting the appropriate rating.

For each managerial competency, you have the option to enter supporting comments.

Performance Management Part 2 – Complete and Acknowledge

Scroll down to the Managerial Competencies summary section and click the Calculator to calculate the rating for this section.

Click the Save button to update the performance document.

This completes the demonstration of a manager evaluation an employee's managerial competencies if they have direct reports.

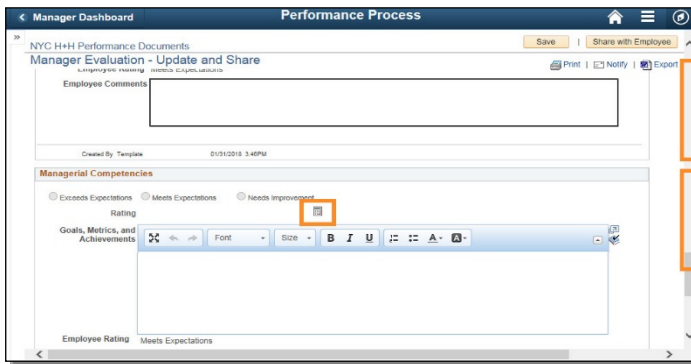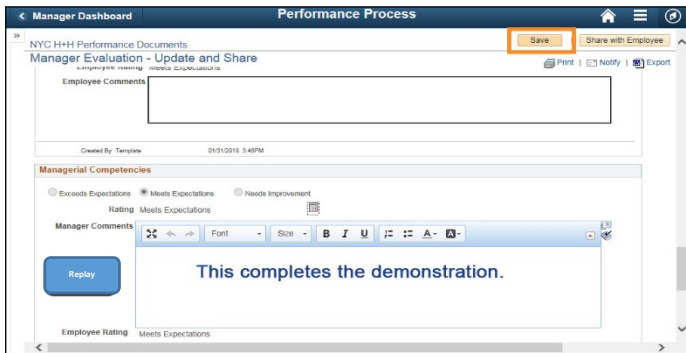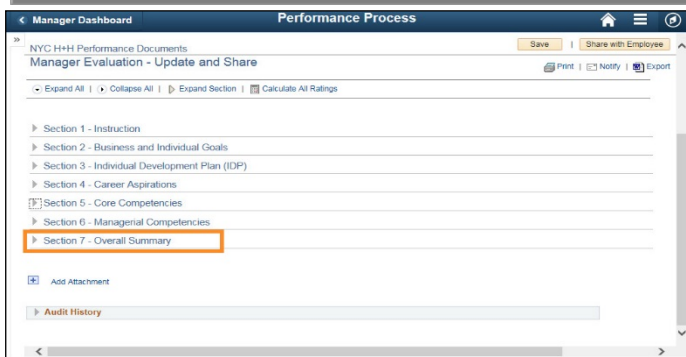To view this demonstration again, click the Replay button or click the Next Arrow to continue.
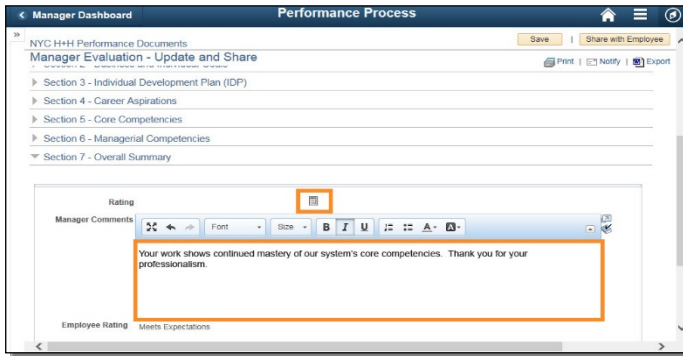

Demonstration: Calculating an Employee's Overall Performance

Now let's view a demonstration on how to calculate your employee's overall performance.

Scroll down to expand the Overall Summary section.

Performance Management Part 2 – Complete and Acknowledge

Manager Self-Service sums your employee's overall performance from each section of the performance document when you click the Calculator.

You have the option to enter information regarding the employee's overall performance in the Manager Comments box.
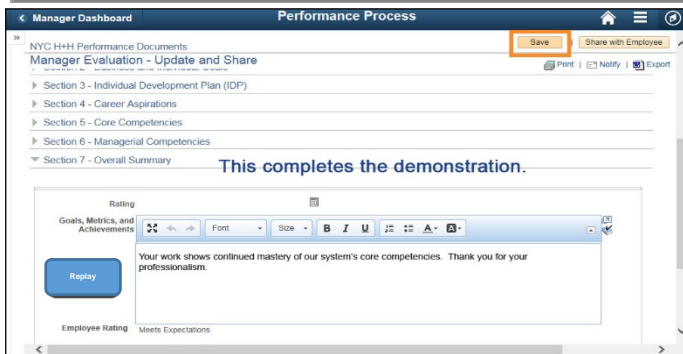
Click the Save button to update the performance document.

This completes the demonstration of a manager calculating an employee's overall performance.

To view this demonstration again, click the Replay button or click the Next Arrow to continue.

Finalizing the Performance Review

The next step is to finalize the performance evaluation.

- The manager reviews the final performance document.
- Meets with the employee to discuss their performance over the past year.
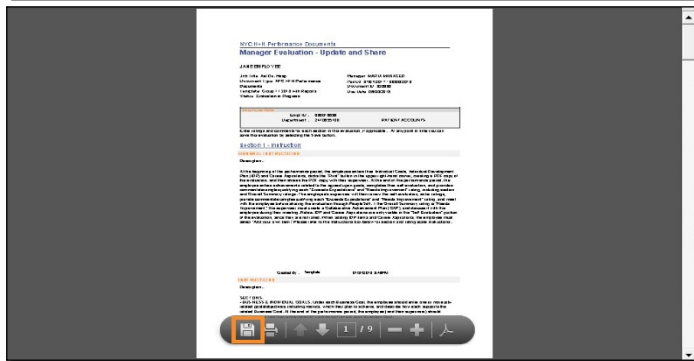- And finalizes their performance document in Manager Self-Service.

Demonstration: Saving Performance Document as a PDF

In this demonstration, you will see how to save the finalized performance document as a PDF.

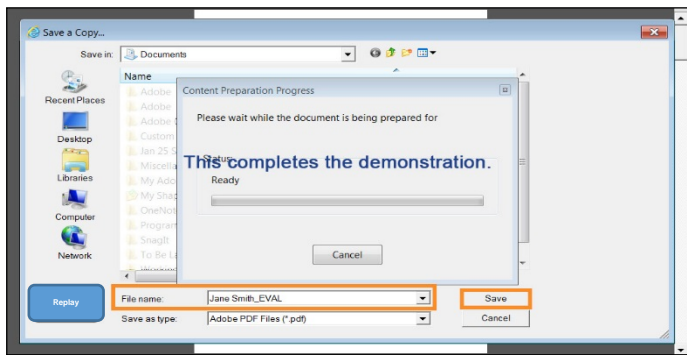**Performance Management Part 2 – Complete and Acknowledge**

In the performance document, click on the Print button.

PeopleSoft creates a PDF version of the performance document.

Click the Save icon.

Choose the location to save this document on your computer.

Enter a file name and then click the Save button.
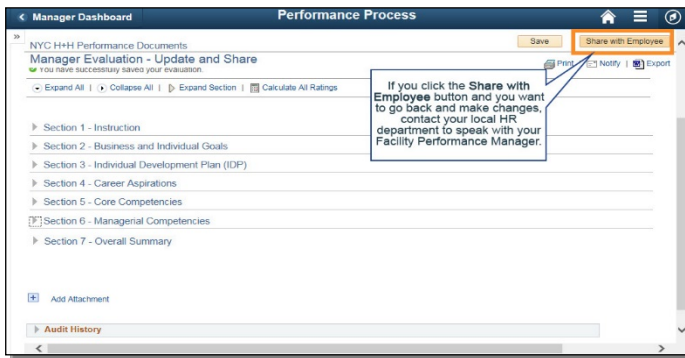
This completes the demonstration.

To view this demonstration again, click the Replay button or click the Next Arrow to continue.

Demonstration: Sharing the Finalized Performance Document

In this demonstration, you will see how to share the finalized performance document with an employee.
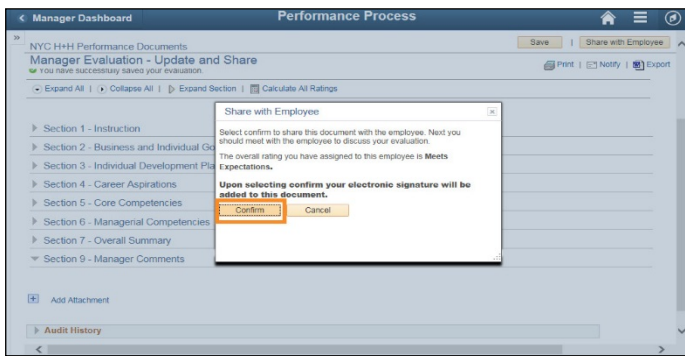
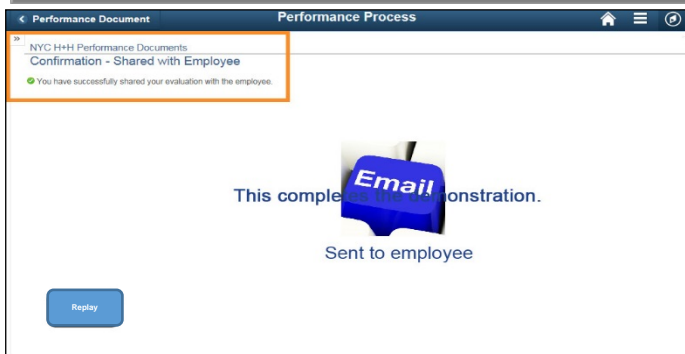## Performance Management Part 2 – Complete and Acknowledge

After you have met with your employee, you can electronically share the performance document, so that they may electronically acknowledge the performance evaluation.

To do so, click the Share with Employee button.

If you click the Share with Employee button and you want to go back and make changes, you may contact your local facility Human Resources department to speak with a Facility Performance Manager to make your employee's performance document available for editing.


Click the Confirm button.

This message confirms that you have successfully shared the evaluation with your employee and PeopleSoft sends them an email to acknowledge the performance document.

This completes the demonstration of sharing the finalized performance document with an employee.

To view this demonstration again, click the Replay button or click the Next Arrow to continue.
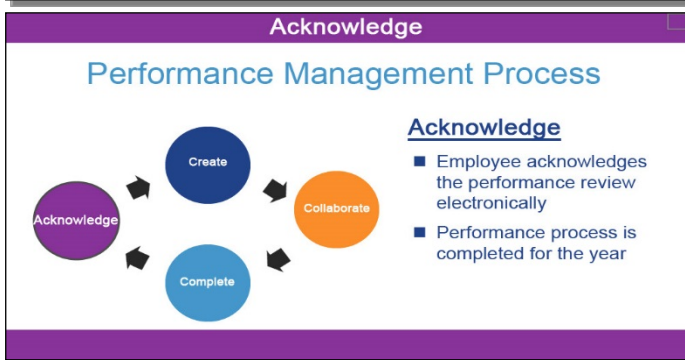
Acknowledge Phase: Acknowledge & Close Performance Document

The final phase is the Acknowledge phase.

In this phase, an employee acknowledges their performance document electronically and the performance process is completed for the year.

Performance Management Part 2 – Complete and Acknowledge

As mentioned, the employee will receive an email with a link to the finalized performance document.

Let's review the acknowledge process and how to digitally sign the performance document.

There are two options:
- I acknowledge that my supervisor and I have reviewed my performance evaluation in detail, and I agree with the evaluation, or
- I acknowledge that my supervisor and I have reviewed my performance evaluation in detail, but I disagree for the following reasons.

You have the option to enter your comments before you submit the acknowledgement.
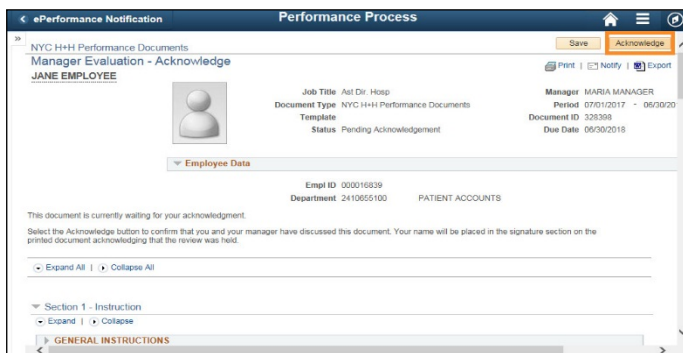

Demonstration: Employee Acknowledging Their Performance Evaluation

In this demonstration, we will see how an employee acknowledges their performance document electronically with a digital signature.
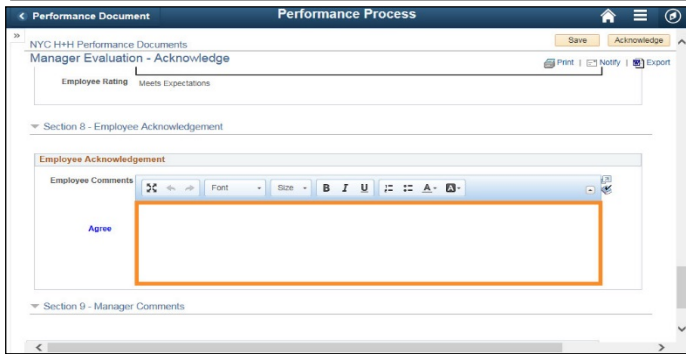

After the employee has clicked the link in the email, the system opens the performance document in Employee Self-Service.

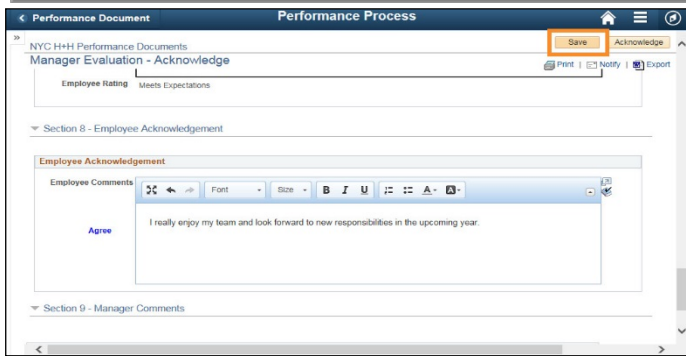Click the Acknowledge button to begin the digital acknowledgement process.

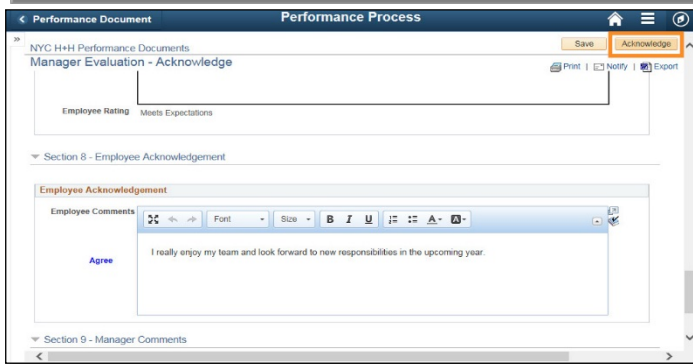## Performance Management Part 2 – Complete and Acknowledge
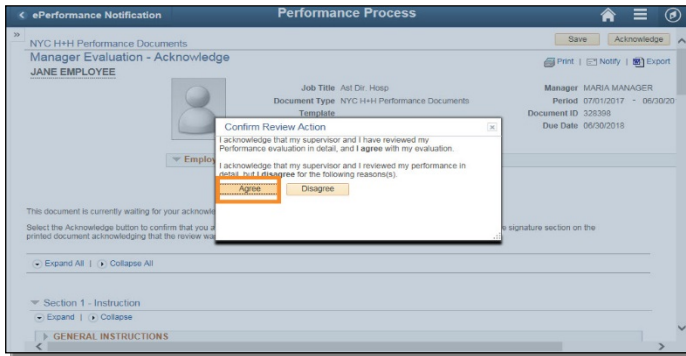
Click the Agree or Disagree button.
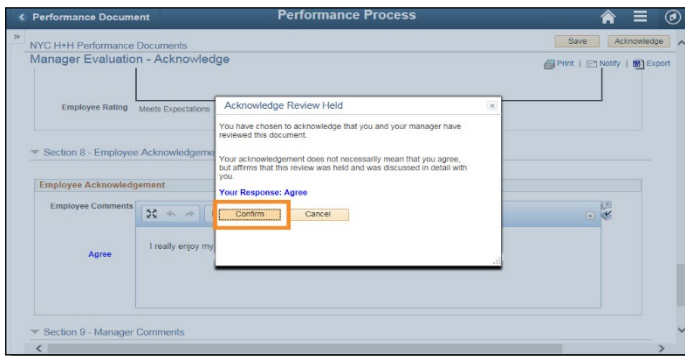
Scroll down to enter any comments.

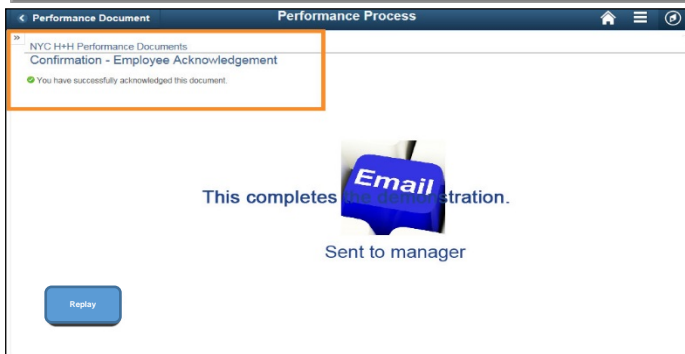Click the Save button to update the performance document.

Click the Acknowledge button to digitally sign the performance evaluation.

Performance Management Part 2 – Complete and Acknowledge

Click the Confirm button. Once you make this selection, you will not be able to make any more changes.

This message confirms that you have successfully acknowledged the evaluation and sends an email to your manager.

This completes the demonstration of an employee digitally acknowledging their performance evaluation.

To view this demonstration again, click the Replay button or click the Next Arrow to continue.

Manager Viewing Acknowledged Performance Document

After the employee has acknowledge their performance evaluation, the manager receives an email with a link to view their employee's completed performance document.
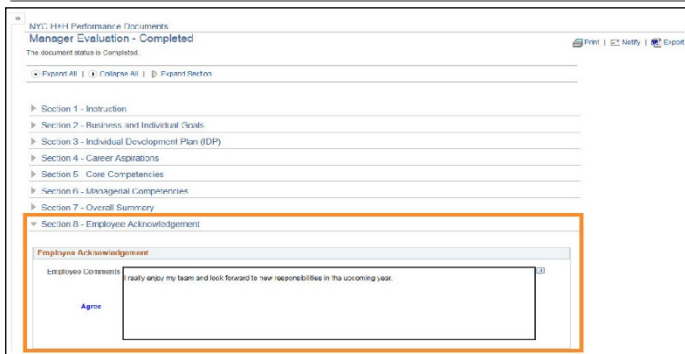
In Manager Self-Service, there is now an additional section in the employee's performance document, called Employee Acknowledgement, which displays whether they agreed or disagreed with the evaluation and any employee comments.

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Performance Management Part 2 – Complete and Acknowledge
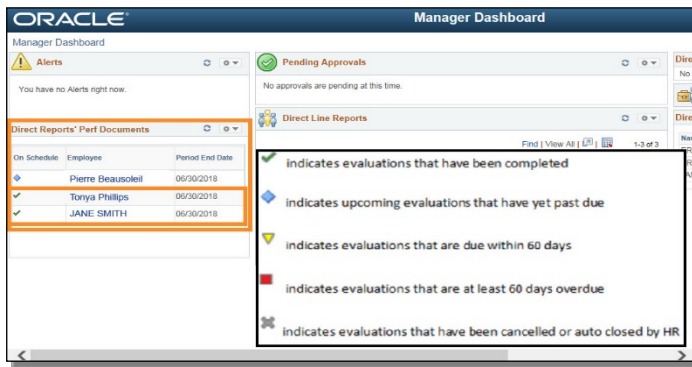
In Manager Self-Service under the Manager Dashboard, go to the Direct Reports' Performance Documents section. You will see a checkmark next to each employee with a completed performance evaluation.

Here is a legend of other statuses that you may see next to an employee's name, including completed, upcoming, due within 60 days, 60 days overdue, or cancelled or auto closed by human resources.

This completes the performance management process for the current year.


Review

Let's do a quick review.

In the Complete phase, you learned how an employee makes final edits to their performance document, and then evaluates themselves.

After the employee submits their performance document to their manager, the manager reviews the employee's performance document and evaluates their performance.

In the Acknowledge phase, you saw how an employee acknowledges their performance evaluation digitally, which completes the performance process for the year.
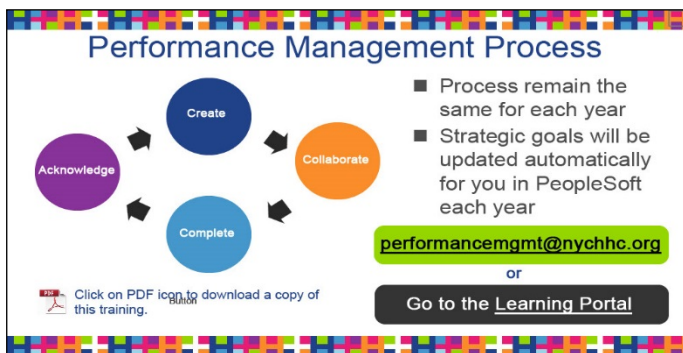
This completes the Performance Management Process for both group 11 non-unionized employees and their managers.
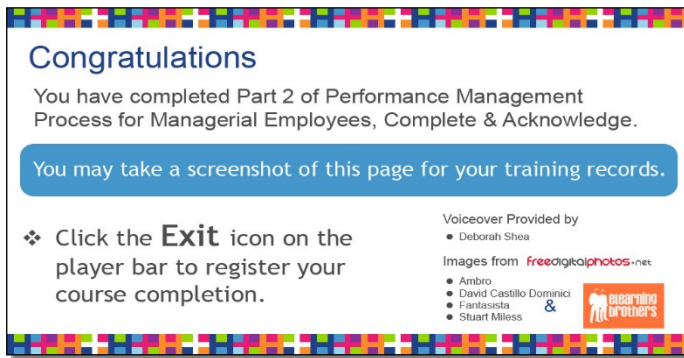
The process remains the same each year.

Note the strategic goals will be updated each year.

Click on the PDF icon to download a copy of this training.

For any questions about the performance management process, email your questions to performancemgmt@nychhc.org, or you can click on the Learning Portal to view supporting documents about the performance management process.

Performance Management Part 2 – Complete and Acknowledge

Congratulations. You have completed part two of the performance management course for managerial employees, reviewing the Complete and Acknowledge phases.

To learn more about entering an Individual Development Plan and Career Aspirations during the Create and Collaborate phases, or creating a Collaborative Achievement Plan or an Unsatisfactory Performance Notice, go to MyLearning on the PeopleSoft ELM to take these courses in the Performance Management Series.

Click the Exit icon on the player bar to register your course completion.