

Performance Appraisal Process for Appraisers and Approvers

Prepared by: Department of Human Resources



What's Covered Here...

- Overview of the performance appraisal process
- Preparing for a performance appraisal
- Using the HRMS/STEP performance appraisal module:
 - Logging into the Performance Appraisal Process
 - Creating a performance appraisal
 - Entering a rating, comments and goals
 - Submitting the appraisal for approval
 - Attaching a document
 - Approving a performance appraisal
 - Rejecting a performance appraisal
 - Requesting more information about an appraisal
- Completing the Appraisal Process
- Helpful Tips
- Additional Resources



Overview of the Performance Appraisal Process



Overview of the Performance Appraisal Process

Six steps involved in the performance appraisal process:

1. Preparing for the performance appraisal cycle
2. Observing and documenting performance
3. Giving feedback and coaching
4. Writing the narrative/establishing goals
5. Using the HRMS/STEP performance appraisal module
6. Discussing the results



Preparing for a Performance Appraisal

**Preparation +
Observation +
Feedback =**

a no surprise review of performance



Preparing for a Performance Appraisal

Step 1: Preparation

- ✓ Update/Review the Job Description
- ✓ Review Competencies
- ✓ Set Standards
- ✓ Meet with Employee



Preparing for a Performance Appraisal

Step 2: Observing and Documenting Performance

- Most critical step in process
- Base appraisal comments on **SPECIFIC, OBJECTIVE, JOB RELATED BEHAVIORS**
- Maintain a “performance file” to include: expectations, observations, personnel records, professional development, letters of commendation, and other results of performance



Preparing for a Performance Appraisal

Step 3: Giving Feedback and Coaching

- Important step throughout the process
- Base feedback comments on **SPECIFIC, OBJECTIVE, JOB RELATED BEHAVIORS**
- FAST (**F**requent **A**ccurate **S**pecific **T**imely)



Preparing for a Performance Appraisal

Step 4: Writing the Narrative/Establishing Goals

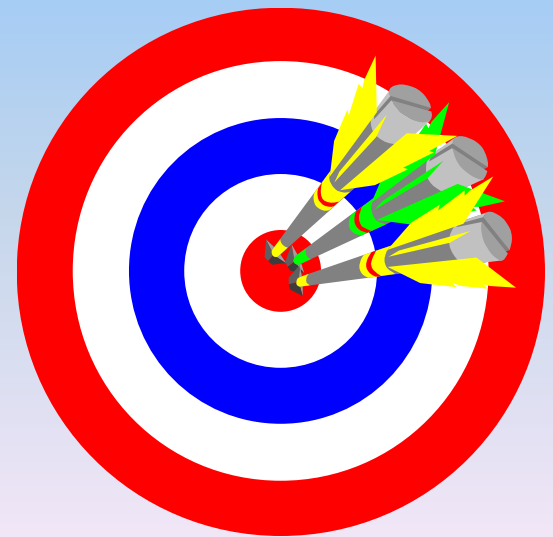
- Write in clear, specific, understandable manner
- Include actual examples of activity
- Focus on performance and results
- Avoid vague generalities
- Compare performance to standards
- Give more evidence for higher or lower ratings
- Put comments and goals in a Word document
 - Spell Check
 - Saves your work – no time-out loss
 - Character count with spaces



Preparing for a Performance Appraisal

Establishing Goals...

- Performance Improvement
- Employee Development
- Job Enrichment



Step 5:

Preparing the Performance Appraisal – Using the HRMS/STEP Performance Appraisal Module



Logging into the Performance Appraisal System


Log into HRMS/STEP the same way you do to access your timesheet and approve timesheets:

- <http://employees.henrico.us/> and use the links
 - Permanent Full-Time Government Employee
 - Supervisors
 - From Work (if on County equipment) or From Home (if on personal devices)
- Enter your user name and password
 - (same log in used for entering and approving time)*
 - Do NOT use your Oracle Financials log-in/access*
- Click once on “Manager Direct Access” responsibility
- Click once on “Performance Appraisal Process”

From this point you will be able to create an appraisal



Logging into the Performance Appraisal System



*User Name
(example: michael.james.smith)

*Password
(example: A123456b)

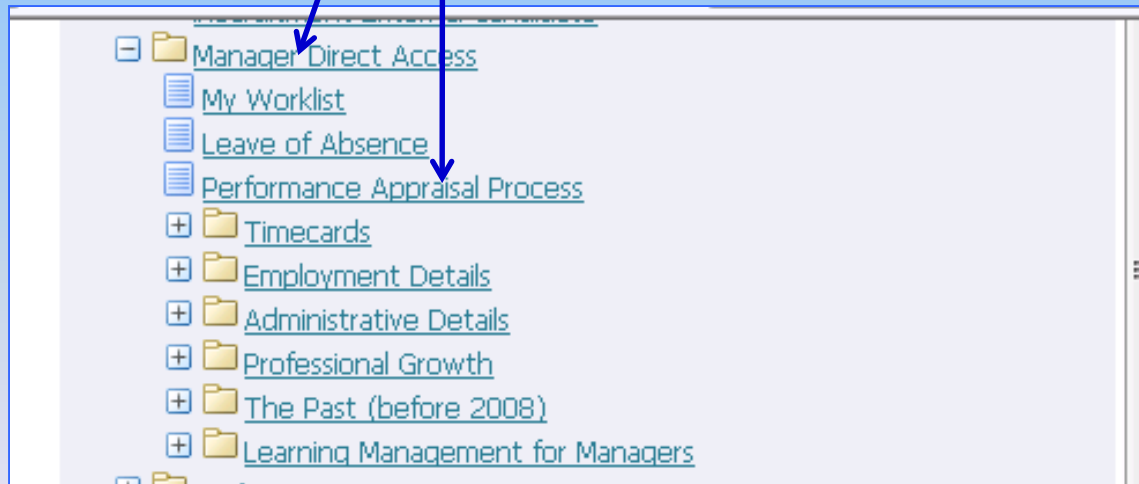
[Login Assistance](#)

Accessibility

Log in using same username and password

Click once on Manager Direct Access

Click once on Performance Appraisal Process



From this point you will be able to create an appraisal...



Creating a Performance Appraisal: Step 1 of 3

1. In the “Appraisals in Progress” section use the drop down default choice “Standard Appraisal” – just click on the “Click here to Create New Appraisal!” button
2. Choose an employee from the people hierarchy by clicking once on the “Action” icon
3. Enter the first day of the appraisal period *(23-Jun-2018)*
4. Enter the last day of the appraisal period *(21-Jun-2019)*
5. Choose the correct template for the type of appraisal you are completing: 1) Click once on the magnifying glass; 2) Click once on the “Go” button to return a list of templates; 3) Click once on the “Quick Select” icon next to the correct template
6. If – and only if – you are doing an appraisal for an employee and you will be extending the appraisal period, enter the last day of the extended period (e.g. extending appraisal period for 6 pay periods – enter the last day of that 6th pay period)
7. Click once on the “Next” button



Creating a Performance Appraisal: Step 1 of 3

TIP Status of Appraisal:

- To determine who has the appraisal at any moment in time: Check your work list notification.

1

Standard Appraisal

[Click here to Create NEW Appraisal!](#)

Main Appraiser	Appraisee	Appraisal Date	Status	Appraisee	Delete
Tate, Becky	Higgins, Terri	28-Jan-2013	Ongoing with Main Appraiser		

Appraisals: Main Appraiser >

Create Standard Appraisal: People in Hierarchy

Focus Name	Assignment Number	Position	Department	Action	Details
<input type="checkbox"/> Tate, Becky					
<input type="checkbox"/> Previous					
<input type="checkbox"/> Alexander, Patricia	20007293	G.0110.00012.001.Senior Human Resources Analyst	G_Human Resources		
<input checked="" type="checkbox"/> Augsburg, Carol	20024144	G.0110.00038.001.Division Manager	G_Human Resources		
<input type="checkbox"/> Besenfelder, Nancy	20012954	G.0110.00029.001.Senior Human Resources Analyst	G_Human Resources		
<input type="checkbox"/> Bryant, Susan	20005711	G.0110.00026.001.Technology Support Specialist IV	G_Human Resources		
<input type="checkbox"/> Buchanan, Virginia	20007368	G.0110.00019.002.Human Resources Assistant I	G_Human Resources		
<input type="checkbox"/> Greenhill, Angela	20021222	G.0110.00016.002.Human Resources Assistant I	G_Human Resources		
<input type="checkbox"/> Higgins, Terri	20045461	G.0110.00028.001.Senior Human Resources Analyst	G_Human Resources		
<input checked="" type="checkbox"/> Holinsworth, Sheryn	20017308	G.0110.00003.001.Division Manager	G_Human Resources		
<input type="checkbox"/> Isaac, Karen	20035103	G.0110.00008.001.Human Resources Analyst II	G_Human Resources		
<input checked="" type="checkbox"/> Sleeman, Julia	20019204	G.0110.00005.001.Division Manager	G_Human Resources		
Next 11 - 12 of 12					

2

[Return to Performance Appraisal Process](#)

[Diagnostics](#) [Home](#) [Logout](#) [Preferences](#) [Help](#)



Creating a Performance Appraisal: Step 1 of 3

Setup Details

[Click for Additional Information on Appraisals](#) ← NOTE: Click here for more information on the types of appraisals and guidance on which type of appraisal to select

✓TIP
IMPORTANT APPRAISAL DATES - PLEASE READ BEFORE PROCEEDING

Annual Appraisal Dates:

- Appraisal Process Start Date: June 1, 2012
- Appraisal Process End Date: June 30, 2012

Annual-Probationary Appraisal:

- For all employees hired on or after April 30, 2012 and before June 16, 2012
- Appraisal Process Start Date: Employee hire date
- Appraisal Process End Date: 12-months from hire date

3 Indicates required field

4 * Appraisal Process Start Date: FY begin date

* Appraisal Process End Date: FY end date

* Template: G_Annual Appraisal for Employees

* Appraisal Date: Auto populates

6 Extended Appraisal Date: Add if needed

Assignment Number: 20045461

* Main Appraiser: Tate, Becky

5

January 2013						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2

✓TIP You cannot change the appraisal template or the assignment after clicking Next.

Step 1 of 3
7

Notes on entering dates:


- Use the HRMS/STEP date format of DD-MMM-YYYY
- For an annual appraisal, enter the fiscal year begin and end dates
- For a probationary appraisal, enter the 12-month probationary period start (date of hire into the position) and end date (12-months after hire date)
- For an interim, special or extended appraisal, enter the start date and the end date of the time period being reviewed





Creating a Performance Appraisal: Step 1 of 3


More on step 5 of Choosing the Appraisal Template...


* Indicates required field

* Appraisal Process Start Date 


* Appraisal Process End Date 


* Template 

* Appraisal Date 

Extended Appraisal Date 

Assignment Number

* Main Appraiser 

 January 2017

Sun	Mon	Tue	Wed	Thu	Fri	Sat
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2

Step 1 of 3

5 Click once on the magnifying glass

Click once on the "Quick Select" icon next to the correct appraisal template



Click once on the "Go" Button

Search

To find your item, select a filter item in the pulldown list and enter a value in the text field, then select the "Go" button.

Search By: Appraisal Template

Results

Quick Select	Select	Appraisal Template	Date From	To	Competency Template	Description
<input type="radio"/>		G_Annual Appraisal for Employees	01-Jan-1951		G_Employee Competencies for All Employees	Use the annual appraisal for employees who do NOT have supervisory duties.
<input type="radio"/>		G_Annual Appraisal for Supervisors (Team Leaders)	01-Jan-1951		G_Employee Competencies for Supervisors (Team Leaders)	Use the annual appraisal for employees WITH supervisory duties.

NOTE: Scroll down to see all appraisal types.



Appraising an Employee:

Step 2 of 3: Entering Rating, Comments and Goals

1. Review the competencies (*Click once on the “i” bubble*)
2. Select the overall rating from the drop down list of values in the “Overall Rating” field (*Click once on the drop down arrow*)
3. Type (or copy/paste) comments on the employee’s performance ***NOTE: 2,000 character limit includes spaces***
4. Press the “Enter” key once
5. Type “Goals:” and then type (or copy/paste) any goals
6. Once all your comments and goals are added, review carefully, then click once on the “Next” button



Appraising an Employee:

Step 2 of 3: Entering Rating, Comments and Goals

Setup Details Overview Review

Create Standard Appraisal: Overview

Cancel Save as Draft Back Step 2 of 3 Next










Employee Name **Higgins, Terri**
Organization Email Address hig11@co.henrico.va.us
Manager **Tate, Becky**

Employee Number **20045461**
Department **G_Human Resources**
Position **G.0110.00028.001.Senior Human Resources Analyst**

Competencies

Use these competencies and the related behavioral anchors to rate the performance of employees who do NOT have supervisory duties Additional information about the competencies is available on-line at: <http://www.co.henrico.va.us/hr/edt/competencies.html> You may also contact the HR Department for additional assistance at 501-4625.

Competency

Communication -- All Employees	
Functional Expertise -- All Employees	
Leading and Influencing -- All Employees	
Managing and Transferring Knowledge -- All Employees	
Personal Accountability -- All Employees	
Results Driven -- All Employees	
Serving Customers -- All Employees	
Technological Literacy -- All Employees	
Understanding the Business of Henrico County -- All Employees	

1 Click once on the bubble next to the competency to review the behavioral anchors



Appraising an Employee:

Step 2 of 3: Entering Rating, Comments and Goals

* Overall Rating
* Overall Comments/Upcoming Goals

1-Unacceptable
2-Needs Improvement
3-Acceptable
4-More than Acceptable
5-Outstanding

5. Review the hierarchy on the **Give Final Ratings: Review Page** BEFORE submitting the appraisal for the necessary approvals.
6. Attachments can be added on the **Give Final Ratings: Review Page** prior to submitting the appraisal for the required approval.

* Overall Rating 3-Acceptable

* Overall Comments/Upcoming Goals

Completes work assigned as requested. Work effectively with employees at all levels throughout the organization. Maintains considerable knowledge of department. In addition to managing the classification processes and compensation re...
Goals: Complete a review/reivision of all active authized...
system upgrade with People Admin; Work on special p...

NOTE: No spell check - check carefully for typos and errors, or copy and paste from Word doc with spell check

Cancel Save as Draft Back Step 2 of 3 Next

Steps
3 - 5

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Submitting the Appraisal for Approval: Step 3 of 3

1. "Create Standard Appraisal: Review" summary page:
Carefully review your entries
 - To make changes, click once on the "Back" button
 - If the entries are correct, click once on the "Apply" button
 - Use the "Save as Draft" button if you need to stop and come back to process
 - Use the "Click here" button if you have selected the wrong template
2. "Confirmation" page – this generates a second review page
 - To make changes, click once on the "Update Appraisal" button
 - To proceed with obtaining the necessary approvals, click once on the "Give Final Ratings" button then once on the "Continue" button
3. "Give Final Ratings: Review" page: A second chance to review entries
 - Review the Approvers to determine all required approvers are listed
 - To add an approver (e.g. Lead Worker or Shared employee's supervisor) click once on the blue plus sign icon to start the selection process, then enter the Adhoc Approver's last name followed by the % wildcard and click the "Go" button to start the process (*see separate training notes for more info*)
 - To add a comment to the approvers: key in the open text box
 - To add an attachment that will be visible to all participants click once on the "Add" button to start the process (*see separate training notes for more info*)
4. Click once on "Submit" then "Yes" to submit the appraisal for approvals



Submitting the Appraisal for Approval: Step 3 of 3

1

“Review” summary page: Carefully review all your entries

NOTE: If you selected the wrong appraisal type click on this button for instructions on how to make the correction.

Click HERE if you have selected the wrong appraisal type!

Cancel Save as Draft Printable Page Back Apply

Employee Name **Higgins, Terri**
Organization Email Address hig11@co.henrico.va.us
Manager **Tate, Becky**

Employee Number **20045461**
Department **G_Human Resources**
Position **G.0110.00028.001.Senior Human Resources Analyst**

Initiator **Tate, Becky**
Assessment Start Date **16 Jun 2012**
Template **G_Annual Appraisal for Employees**
Main Appraiser **Tate, Becky**

To make changes, click once on the “Back” button

If correct, click once on the “Apply” button

Check your ratings and comments for typos and errors

Competencies

[Show All Details](#) | [Hide All Details](#)

Competency

Communication -- All Employees
Functional Expertise -- All Employees
Leading and Influencing -- All Employees
Managing and Transferring Knowledge -- All Employees
Personal Accountability -- All Employees
Results Driven -- All Employees
Serving Customers -- All Employees
Technological Literacy -- All Employees
Understanding the Business of Henrico County -- All Employees

Overall Rating, Comments and Upcoming Goals

Overall Rating **3-Acceptable**
Comments and Upcoming Goals **Complete all levels of knowledge and compensation and compensation goals: Complete a review**

with employees at the knowledge of classification processes
authorized classifications:



Submitting the Appraisal for Approval: Step 3 of 3

2

"Confirmation" summary page: Review all your entries

The screenshot shows a web-based appraisal confirmation page. At the top, there are two buttons: "Update Appraisal" and "Give Final Ratings". The page displays employee information for Terri Higgins, including her name, email address (hig11@co.henrico.gov), and manager (Becky Tate). It also shows appraisal details such as the initiator (Becky Tate), start date (16-Jun-2011), end date (14-Jun-2011), and template (G_Annual A). A section titled "Competencies" lists several items, each with a dropdown menu set to "All Employees". At the bottom, there is a section for "Overall Rating, Comments and Upcoming Goals" showing an overall rating of "3-Acceptable" and a comment: "Completes work assigned as requested, all levels throughout the organization. Manages multiple departments and operations in addition to...". A final summary box at the bottom right contains the buttons "Cancel", "Save as Draft", and "Continue".

Employee Name **Higgins, Terri** Employee Number **20045461**
Organization Email Address hig11@co.henrico.gov Department **G_Human Resources**
Manager **Tate, Becky** Position **G.01 10.00028.001.Senior Human Resources Analyst**

Update Appraisal **Give Final Ratings**

Setup Details

Initiator **Tate, Becky** Main Appraiser **Tate, Becky**
Appraisal Process Start Date **16-Jun-2011** Appraisal Date **30-Jan-2011**
Appraisal Process End Date **14-Jun-2011** Appraisal Date **30-Jan-2011**
Template **G_Annual A**

[Click here if you have selected the wrong appraisal type!](#)

Competencies

Serving Customers -- All Employees
Technological Literacy -- All Employees
Understanding the Business of Henrico County -- All Employees

Overall Rating, Comments and Upcoming Goals

Overall Rating **3-Acceptable**
Upcoming Goals **Completes work assigned as requested, all levels throughout the organization. Manages multiple departments and operations in addition to...**

Cancel **Save as Draft** **Continue**

Employee Number **20045461**
Department **G_Human Resources**
Position **G.01 10.00028.001.Senior Human Resources Analyst**

To make changes:

- Click once on the "Update Appraisal" button
- An editable appraisal will open in the window

If correct, click once on the "Give Final Ratings" button

NOTE: If you selected the wrong appraisal type click on this button for instructions on how to make the correction.

Check your ratings and comments for typos and errors

On the next page click "Continue"



Submitting the Appraisal for Approval: Step 3 of 3

3 "Give Final Ratings: Review" page: Review all information

Approvers

Line No	Approver	Approver Type	Order No	Category
1	Reid, Paula	HR People	1	Approve

+ Add Adhoc Approver

Review list of Approvers:
To add an approver click once on the blue plus sign icon to start the process

Comments to Approvers

Comments include feedback from previous supervisor. Please call me if you have any questions: 501-4783.

Comments that can be viewed by all other approvers (*not the employee*).
Enter clear concise comments appropriate for the permanent record.

Additional Information

Attachments

None **Add**

TIP : To

Click once on the "Add" button to start the process of adding an attachment that will be visible to all participants.

NOTE:

- If the hierarchy is incorrect, do not submit the appraisal.
- Cancel the appraisal and delete the saved appraisal if necessary.
- Submit a Human Resources Action Form to HR to change the hierarchy.
- Changes occur automatically in the system as soon as they are keyed by HR.

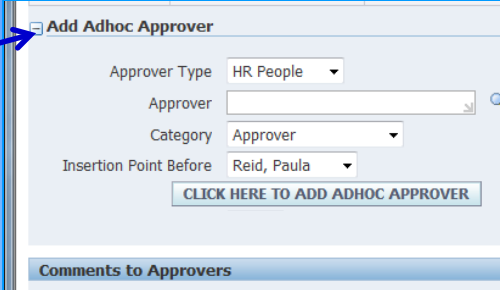


Submitting the Appraisal for Approval: Step 3 of 3

3 Adding an Adhoc Approver

Click once on the **blue plus sign icon** to start the process

A series of fields will open under the icon:



Approver Type:

- Do not change Approver Type – use the default “HR People”

Approver:

- Click once on the Magnifying Glass icon
- In the Search By field enter the last name followed by % first name %
Example: Cassidy%Jeanne%
- Click once on the Go button to search for the name in Oracle format
- Click once on the Quick Select icon to choose the correct Adhoc Approver

Category:

- Do NOT change the Category – use the default Approver

Insertion Point Before:

- Insertion Point Before – use the drop down list to choose the person in the hierarchy the Adhoc Approver should receive the appraisal before

CLICK HERE TO ADD ADHOC APPROVER Button

CRITICAL STEP: Click the “Add” button. Double check the hierarchy for the Adhoc Approver

CRITICAL STEP: If you add multiple Adhoc Approvers, and you add an Adhoc Approver in the wrong order, you must delete all Adhoc Approvers in numeric order



Submitting the Appraisal for Approval: Step 3 of 3

3 Adding an Adhoc Approver

Line No	Approver	Approver Type	Order No	Category	Status	Delete
1	Cassidy-Stepney, Jeanne	HR People	1	Approver		
2	Reid, Paula	HR People	2	Approver		

CRITICAL – Double check the hierarchy to make sure the correct Adhoc Approver is added in the correct order

Delete the Adhoc Approver if inserted the wrong approver or in wrong order

Be sure to select who the Adhoc Approver should be inserted before

Add Adhoc Approver

Approver Type: HR People

Approver: Cassidy-Stepney, Jeanne

Category: Approver

Insertion Point Before: Cassidy-Stepney, Jeanne

CLICK HERE TO ADD ADHOC APPROVER

1. Click once on the Magnifying Glass icon
2. Enter Lastname%Firstname%
3. Click once on the Go button
4. Click once on the Quick Select icon for an Adhoc Approver
5. The Adhoc Approver's name appears in the approver field

CRITICAL – Must click "Add" button to insert the Adhoc Approver into the hierarchy

CRITICAL STEP:
If you add multiple Adhoc Approvers, and added one incorrectly, you must delete all Adhoc Approvers in numeric order before re-adding them into the hierarchy

Comments to App

[Empty text area for comments]

Additional Information

[Empty text area for additional information]

Attachments

[Empty area for attachments]



Submitting the Appraisal for Approval: Step 3 of 3

3 Adding an Adhoc Approver – Additional Tips

- Approvers' names must be entered in Oracle format – use the magnifying glass search tool to ensure the correct person and format
- Do NOT change Approver Type default setting
- You MUST click once on the “CLICK HERE TO ADD ADHOC APPROVER” button to add the approver to the hierarchy – then double check the hierarchy list for accuracy
(added correct person in the correct order)
- Choose the insertion point carefully – select the name of the person who should review the appraisal after the Adhoc Approver
- You can add a “Comments to Approvers” that will be visible to all approvers. The comments will NOT be visible to the employee.
- **CRITICAL STEP:** If you add multiple Adhoc Approvers, and you added one incorrectly, you must delete all Adhoc Approvers in order and then follow the process to add the correct approvers back into the hierarchy



Submitting the Appraisal for Approval: Step 3 of 3

3 Adding an Attachment

Click once on the **Add** button to start the process

A new window will open:

Do NOT change the default add field: Desktop File/Text/URL

Attachment Summary Information:

- Key in a descriptive title in the Title field
- No description is necessary – can add brief description if needed

Define Attachment section:

- Do NOT change the default Type – button should be set at File
- Do NOT use the URL or Text fields. Information will not transfer.

Click once on the Browse button and navigate to the document (one at a time)

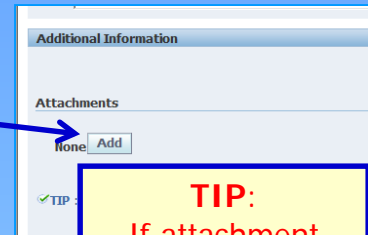
- Double click on the document and the file path and document name appear in the File field

Click once on the Add Another button if you want to add multiple attachments. Follow steps above for each additional attachment.

Click once on the Apply button when you have added all attachments.

Confirmation appears at the top of the page.

Click on View to see the attachments.



TIP:
If attachment window does NOT open, press the F5 key and then click on the Add button

NOTE: You can repeat these steps to add multiple attachments.



Submitting the Appraisal for Approval: Step 3 of 3

3 Adding an Attachment

Main Appraiser Review > Give Final Ratings: Main Appraiser > Give Final Ratings: Review >

Add Attachment

Cancel Add Another **Apply**

Add Desktop File/ Text/ URL **Do NOT change the default Add field**

Attachment Summary Information

Title Higgins FY13 Comments

Description **Not Required – Can add a brief description if needed to assist approvers or employee.**

Category Miscellaneous

Define Attachment

Do NOT change the default File Type

Type File URL Text

Z:\Class and Comp\Oracle Performance Appraisals\R12 (Browse...)

Do NOT select or key information here

Do NOT select or key information here – it will not transfer through process.

1. Click once on the Browse button.
2. Navigate to the document (attachment) one at a time.
3. Double Click on the document.
4. The file path and document name appear in the File field.

Click Add Another button to add more than one attachment

Cancel **Add Another** **Apply**

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Key in a descriptive title in the Title field

1. Click once on the Browse button.
2. Navigate to the document (attachment) one at a time.
3. Double Click on the document.
4. The file path and document name appear in the File field.

Click Add Another button to add more than one attachment

Click Apply button when all attachments are added. Get confirmation at top of screen.



Submitting the Appraisal for Approval: Step 3 of 3

3 Adding an Attachment

From the View button...

Main Appraiser Review > Give Final Ratings: Main Appraiser > Give Final Ratings: Review >

Attachments





Search

Note that the search is case insensitive

Title

Show More Search Options

← Can add additional attachments

Title	Type	Description	Last Updated By	Last Updated	Update	Delete
Goals Higgins FY13 ← Can view all added attachments	File	Can view attachments by clicking on Title hyperlink				
Comments Higgins FY13 ← Can view attachments by clicking on Title hyperlink	File					

[Return to Give Final Ratings: Review](#) ← Click here to return to appraisal and to submit it for approvals

Click the delete icon to remove an attachment.

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Do NOT use the update pencil in the Update column if you need to change the title of the document also. The attached file will change but not the file title. Delete the file and then use the "Add Attachment" button.



Submitting the Appraisal for Approval: Step 3 of 3

4 To submit for necessary approvals:

 **Confirmation**
Attachment Goals Higgins FY13 has been added successfully but not committed; it would be committed when you commit the rest of the current transaction.

Give Final Ratings: Review
To make changes to the appraisal, click Back. To complete the appraisal, click Submit.


Employee Name	Higgins, Terri	Employee Number	20045461
Organization Email Address	hig11@co.henrico.va.us	Department	G_Human Resources
Manager	Tate, Becky	Position	G.0110.00028.001.Senior Human Resources Analyst

Overall Rating, Comments and Upcoming Goals

Overall Rating	3-Acceptable
Comments and Upcoming Goals	Completes work assignments as requested. Works effectively with employees at all levels throughout the organization. Maintains considerable knowledge of departments and operations in addition to managing the classification and compensation responsibilities. Goals: Complete a review/revision of all active authorized classification; Complete JOBS@Work system upgrade with People Admin; Work on special projects as assigned.
Appraisee Feedback	

PRIOR TO SUBMITTING the employee appraisal for the necessary approvals.
opportunity to **Add an Additional Approver** to the appraisal process.

NOTE: After clicking once on "Submit" a warning window will open asking you to confirm you want to submit the appraisal for the necessary approvals. You can NOT make any changes after submitting unless the appraisal is rejected by an approver

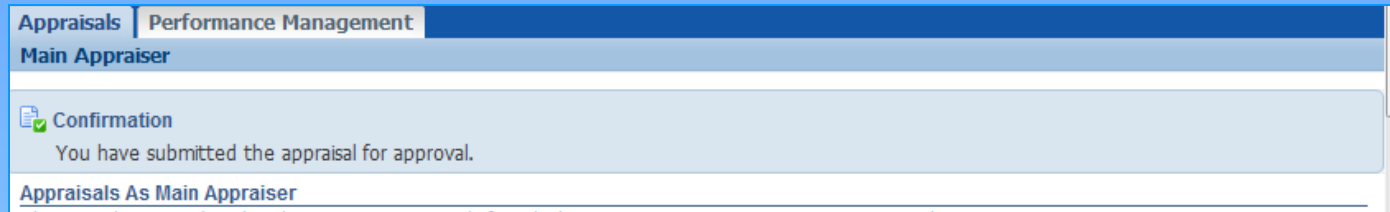
 **Warning**
You have chosen to complete this appraisal.
You cannot update a completed appraisal. Do you want to continue?.

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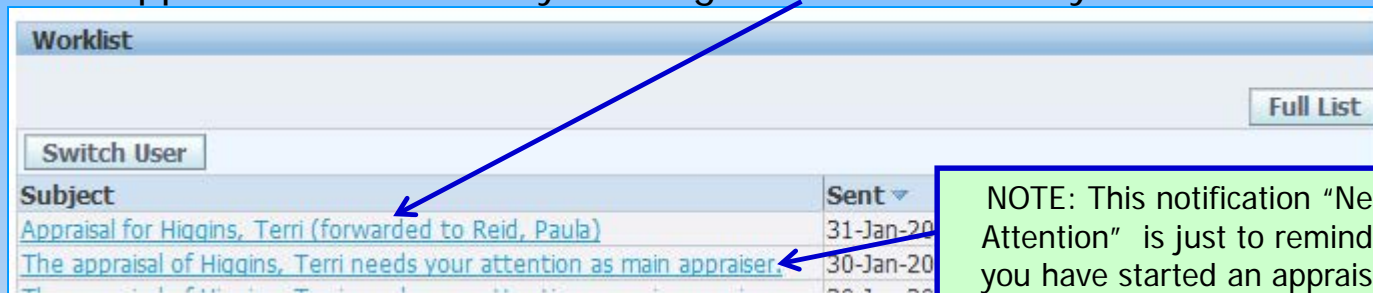


Submitting the Appraisal for Approval: Step 3 of 3

Submit: Returns to Performance Appraisals Process page; displays a confirmation



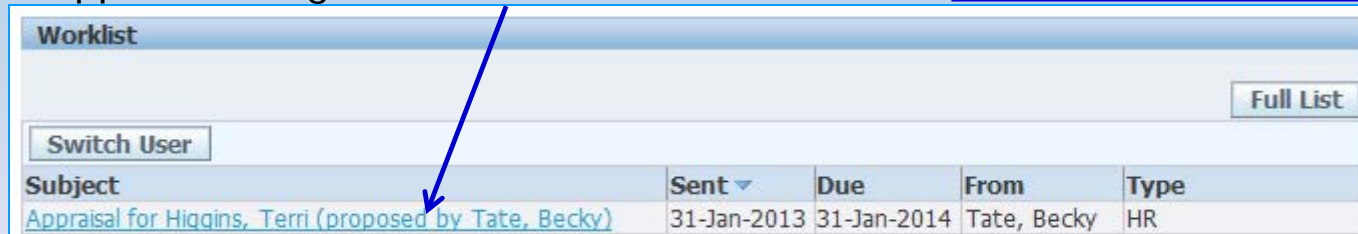
Once the appraisal is submitted you will get a notification in your Worklist:



NOTE: This notification "Needs Your Attention" is just to remind you that you have started an appraisal action.

You can ignore or delete this notification.

Each approver will get a notification in their Worklist:



NOTE: Worklist Access and Vacation Rules also apply to performance appraisals



NOTIFICATIONS

Each step of the process will generate two notifications:

1. Work List Notifications:

- **Approvers:** Use the **Worklist** notification to access the appraisal to approve it, reject it or request additional information about the appraisal
- **Main Appraiser:** Access the appraisal through **Manager Direct Access then Performance Appraisal Process** then by clicking on the **yellow pencil icon** to update the appraisal (*or use the trash can icon to delete a rejected appraisal*)
- **Employees:** Use **ONLY** the **yellow pencil icon in Employee Direct Access - My Appraisals** to access the appraisal to review the appraisal details, attachments and to provide their own feedback to the appraisal

2. Email Notifications:

- Email notifications now work with the appraisal system like other Oracle-generated notifications.
- You can now approve, reject or request information via the email notification.
- If you use the email notification the appraisal will now be updated with the action in the Oracle Performance Appraisal (OPA) system.



Approving a Performance Appraisal

Worklist				
				Full List
Switch User				
Subject	Sent ▼	Due	From	Type
Appraisal for Higgins, Terri (proposed by Tate, Becky)	31-Jan-2013	31-Jan-2014	Tate, Becky	HR
Leave of Absence for Stewart, Collin	30-Jan-2013	30-Jan-2014	Stewart, Collin	HR

2

1. Log into HRMS/STEP
2. Click once on the Worklist message hyperlink
3. Review the "Overall Ratings, Comments and Upcoming Goals"
4. Open and review any attachments
5. Add any appropriate comments in the "Response" open text box
6. Click once on the "Approve" button

NOTES:

1. *The approval process follows the authority hierarchy for each department. And, an approval is required of each person in the approval hierarchy.*
2. *The notification will be closed and the next approver in the hierarchy will receive a notification in his/her Worklist.*



Approving a Performance Appraisal: Steps 5-8

Appraisal for Higgins, Terri (proposed by Tate, Becky) Worklist for Reid, Paula

6

From Tate, Becky
To Reid, Paula
Sent 31-Jan-2013 09:38:21
ID 5139682

Attachments [Comments Higgins FY13](#), [Goals Higgins FY13](#)

4 →

3 {

Overall Rating, Comments and Upcoming Goals

Overall Rating **3-Acceptable**
Comments and Upcoming Goals Completes work assignme levels throughout the organ and operations in addition responsibilities.
Goals: Complete a review/ JOBS@Work system upgr assigned.

Appraisee Feedback

Action History

Sequence	Name	Action	Date	Notes
1	Tate, Becky	Submit	30-Jan-2013	Comments include feedback from previous supervisor. Please call m
2	Reid, Paula	Pending	31-Jan-2013	

Response

Note **5**

[Return to Worklist](#)

3. Review the "Overall Ratings, Comments and Upcoming Goals"
4. Open and review any attachments (click once on the attachment and it will open in a new window)
5. Add any appropriate comments in the "Response" open text box
6. Click once on the "Approve" button – Note: The Approve button is located at the top and bottom of the page



Rejecting a Performance Appraisal

Worklist				
<input type="button" value="Switch User"/>				
Subject	Sent ▼	Due	From	Type
Appraisal for Higgins, Terri (proposed by Tate, Becky)	31-Jan-2013	31-Jan-2014	Tate, Becky	HR
Leave of Absence for Stewart, Collin	30-Jan-2013	30-Jan-2014	Stewart, Collin	HR

NOTE: Rejected appraisals are returned to the Main Appraiser **immediately**.

2

1. Log into HRMS/STEP
2. Click once on the Worklist message hyperlink
3. Review the "Overall Ratings, Comments and Upcoming Goals"
4. Open and review any attachments
5. Add any appropriate comments in the "Response" open text box
6. Click once on the "Reject" button at the bottom of the page

NOTES:

1. *The rejected appraisal is stopped at this point and returned to the Main Appraiser for revision.*
2. *The notification will be closed and the Main Appraiser will receive a notification in his/her Worklist immediately.*
3. *Conversations regarding the rejection can be held "off line."*
4. *Revised appraisals must be resubmitted back through the approval hierarchy.*



Rejecting a Performance Appraisal: Steps 5-8

HTST Cloned 12/07 > 6 Worklist for Reid, Paula

Appraisal for Higgins, Terri (proposed by Tate, Becky)

From Tate, Becky
To Reid, Paula
Sent 31-Jan-2013 09:38:21
ID 5139682

Attachments [Comments Higgins FY13](#), [Goals Higgins FY13](#)

4

3

Overall Rating, Comments and Upcoming Goals

Overall Rating **3-Acceptable**

Comments and Upcoming Goals
Completes work assignments as re
levels throughout the organization,
and operations in addition to mana
responsibilities.
Goals: Complete a review/revision
JOBS@Work system upgrade with
assigned.

Appraisee Feedback

Action History

Sequence	Name	Action	Date	Notes
1	Tate, Becky	Submit	30-Jan-2013	Comments include feedback from previous supervisor. Please call me if you
2	Reid, Paula	Pending	31-Jan-2013	

Response

Note 5

[Return to Worklist](#)

3. Review the "Overall Ratings, Comments and Upcoming Goals."
4. Open and review any attachments.
5. Add any appropriate comments in the "Response" open text box.
6. Click once on the "Reject" button. Note: The Reject button is located at the top and bottom of the page.

NOTE: Rejected appraisals are returned to the Main Appraiser **immediately.**



Rejecting a Performance Appraisal: Steps 5-8

Additional Rejected Appraisal Tips...

- If a rejected appraisal can be revised in the Overall Rating or Overall Comments/Goals section you can revise the existing appraisal by clicking on the **yellow pencil icon** and then the Update Appraisal button
- If a rejected appraisal requires revisions or changes, additional attachments, or an attachment needs to be deleted, you must delete the rejected appraisal using the **trash can (delete) icon**.
 - Make the changes to the attachments and save the documents.
 - Then create a new appraisal and add the revised/new attachments.
- **NOTE:** You can NOT recreate an appraisal for an employee with the same dates/types of appraisal. If you need to create a new appraisal, change the * Appraisal Date to one day prior.



Requesting More Information About An Appraisal

1. Log into HRMS/STEP
2. Click once on the Worklist message hyperlink
3. Click once on the "Request More Information" button
4. The "Request More Information" screen will open
5. Choose the workflow participant using the drop down list (*any previous approver*) to request the additional information
6. Enter a brief appropriate note in the "Information Requested" open text box
7. Click once on the "Submit" button
8. The workflow participant will receive a notification in his/her Worklist

Notes:

- The information request is a two-person online dialogue that becomes visible to all approvers and a part of the work flow record
- The approval process is delayed while the online requests and responses are exchanged via the Worklist. Approver has "ownership" of appraisal.
- If the request/response necessitates a revision to the appraisal, the appraisal must be rejected by the approver. The appraisal is immediately returned to the Main Appraiser for revision. Access the appraisal for revision through "Manager Direct Access," "Performance Appraisal Process" "Update Appraisal" yellow pencil icon.



Requesting More Information About An Appraisal

HTST Cloned 12/07 > Worklist for Reid, Paula

Appraisal for Higgins, Terri (proposed by Tate, Becky)

From **Tate, Becky** Attachments [Comments Higgins FY13](#), [Goals Higgins FY13](#)
 To **Reid, Paula**

4
New Window

Request Information: Appraisal for Higgins, Terri (proposed by Tate, Becky)

* Indicates required field

IP

You must select who to request information from.
 If you do NOT make a selection, the default is the previous approver.

* Request More Information From

Workflow Participant Tate, Becky
 Any User All Employees and Users

* Information Requested

8

Worklist				
<input type="button" value="Full List"/>				
<input type="button" value="Switch User"/>				
Subject	Sent	Due	From	Type
More Information Requested: Appraisal for Higgins, Terri (proposed by Tate, Becky)	31-Jan-2013	31-Jan-2014	Reid, Paula	HR
Appraisal for Higgins, Terri (forwarded to Reid, Paula)	31-Jan-2013		SYSADMIN	HR
The appraisal of Higgins, Terri needs your attention as main appraiser.	30-Jan-2013		Tate, Becky	HR

Worklist Notification

Requests and related responses travel through Worklist Notification



Requesting More Information About An Appraisal

ADDITIONAL NOTES:

1. Requests and responses travel through Worklist Notification
2. All requests/responses are visible to all approvers and become part of the appraisal work flow record
3. If the request/response is satisfactory, the appraisal may be approved
4. An appraisal must be rejected by an approver if any revisions are required after the approval process has started

Responding to Request:

1. Click once on the Worklist notification
2. Type your response in the Response section Answer field

NOTE: Your response will be visible to all approvers (*not the employee*)

3. Click once on the Submit button

NOTE: Response will travel back to approver via the Worklist

More Information Requested: Appraisal for Higgins, Terri (proposed by Tate, Becky)

From Reid, Paula Attachments [Comments Higgins FY13](#), [Goals Higgins FY13](#)
To Tate, Becky
Sent 31-Jan-2013 09:38:21
ID 5139682

Overall Rating, Comments and Upcoming Goals

Overall Rating **3-Acceptable**
Comments and Upcoming Goals
Completes work assignments as requested. Works effectively with employees at all levels throughout the organization. Maintains considerable knowledge of departments and operations in addition to managing the classification and compensation responsibilities.
Goals: Complete a review/revision of all active authorized classification; Complete JOBS@Work system upgrade with People Admin; Work on special projects as assigned.

Appraisee Feedback

Action History

Sequence	Name	Action	Date	Notes
1	Tate, Becky	Submit	30-Jan-2013	Comments include feedback from previous supervisor. Please call me if you have any questions. 501-4783.
2	Tate, Becky	Pending	31-Jan-2013	
3	Reid, Paula	Question	31-Jan-2013	Did previous supervisor provide written feedback?

Response

User Reid, Paula has requested more information.
Question **Did previous supervisor provide written feedback?**
Answer Yes and I documented our phone call.

3

[Return to Worklist](#)



Completing the Appraisal Process: Providing the Appraisal to the Employee (online)

1. Immediately after all the necessary approvals are received, both the Main Appraiser and the Employee receive notification in the “My Worklist” at the same time
2. **Employees access the appraisal using** their current HRMS/STEP user name and password and **“Employee Direct Access”** and **“My Appraisals”** then clicking once on the **yellow pencil icon**
3. After the employee has reviewed the appraisal, s/he clicks once on the **“Provide Overall Feedback”** button
4. Two fields will open for the employee to include his/her comments
5. Then the employee clicks once on the **“Submit”** button
6. The appraisal is closed for all action at this point and the Main Appraiser receives a notification in his/her Worklist

Main Appraiser notification:

Appraisee has provided feedback on the appraisal.

5. Main Appraiser schedules a time to meet with the employee to discuss the appraisal, past performance and any upcoming goals

NOTES for FY19 ONLY:

The annual appraisal is for the current fiscal year (FY18: June 23, 2018 through June 21, 2019) and must be completed by May 24, 2019.



Completing the Appraisal Process: Providing the Appraisal to the Employee

*(paper option – **only** for employees without computer access)*

1. After all the necessary approvals are received, both the Main Appraiser and the Employee receive notification in the “My Worklist”
2. However, because the employee does not have access to HRMS/STEP at work, s/he will not complete the appraisal online
3. Main Appraiser accesses the approved performance appraisal through “Manager Direct Access” “Performance Appraisal Process”
4. The appraisal message advises the process is waiting for employee action
5. Main Appraiser prints the appraisal using the “Printable Page” option
6. Main Appraiser schedules a time to meet with the employee to discuss the appraisal, past performance and any upcoming goals
7. At the end of the meeting the employee signs/dates the printed appraisal
8. The Main Appraiser submits the signed/dated appraisal to HR Attention Terri Higgins for final processing
9. The Main Appraiser provides the employee with a copy of the signed appraisal if the employee requests a copy

NOTES for FY19 ONLY:

The annual appraisal is for the current fiscal year (FY18: June 23, 2018 through June 21, 2019) and must be completed by May 24, 2019.



Completing the Performance Appraisal Process

Step 6: Discussing the Results with the Employee

- Set positive tone
- Schedule in quiet setting
- Have two-way dialogue and discussion about past performance and future goals
- **OPTION:** Separate meetings afterwards to address involved performance improvement planning or goals

NOTES for FY19 ONLY:

The annual appraisal is for the current fiscal year (FY18: June 23, 2018 through June 21, 2019) and must be completed by May 24, 2019.



Helpful Tips

Additional Notes About the Process:

- Appraisal process applies to all types of appraisals: Annual, Annual/Probationary, Probationary, Interim, and Extended
- Approvers access the appraisal through HRMS/STEP “My Worklist”
- Employees access the appraisal through Employee Direct Access > My Appraisals
- You are encouraged to have all conversations related to the appraisal (e.g. rating, comments, goals) before starting the online process (same as you normally would)
- You can include “other” appropriate approvers (e.g. Lead Worker, Team Leader or previous supervisor) using the “Adhoc Approver” functionality
- You can add a document to the appraisal that will be available to all participants – name the file using the fiscal year, employee name and content
- The appraisal can only be changed if it is rejected by an approver – the appraisal will be returned to the Main Appraiser immediately after it has been rejected. After necessary changes have been made the appraisal must go back through all the approvers.
- Reminder – The printed and signed appraisal is only for employees who do not have access to a computer at work. The official appraisal is the online appraisal.



Helpful Tips

Using the correct Appraisal Template:

- **Annual Appraisal:** The normal evaluation, which covers approximately 26 pay periods.
- **Annual/Probationary Appraisal:** Single form used only for employees hired on or after April 30th of the previous year to complete both the probationary evaluation and the annual appraisal.
- **Probationary Appraisal:** The evaluation following the initial 12-month period for a new hire in any position.
- **Extended Appraisal:** A follow-up evaluation given after an evaluation period has been extended.
- **Interim Appraisal:** An evaluation given at any point during an evaluation period (recommended but not required).



Helpful Tips

Changing Approvers

- Submit Human Resources Action Form – changes occur automatically in the system when they are keyed by HR
- Online process uses the most current HRMS/STEP hierarchy
- Vacation rules apply to the performance appraisal system

Employee doesn't have computer access

- After all the necessary approvals have been received, the Main Appraiser should print the appraisal using the “Printable Page” option, meet with the employee to discuss the appraisal, obtain the employee’s comments and signature and then forward the signed appraisal to HR
- HR will close the online appraisal process and scan the printed appraisal into the employee’s file
- The Main Appraiser should provide the employee with a copy of the signed appraisal if the employee requests a copy



Additional Resources

- **Special Assistance with Appraisals:**

- Becky Simulcik: 501-4783
- Paula Reid: 501-7202

- **Technical Assistance:**

- Terri Higgins: 501-5241
- Tammy Parsley: 501-7544
- Kim Downer: 501-7513

- **Online Resources:**

<http://employees.henrico.us/info/supervisors/performance-appraisal/>

- * List of Competencies (including Behavioral Anchors)
- * Performance Appraisal Process (including training slides)
- * Work flow diagrams
- * Instructions and Tip Sheet
- * Training Points



Questions Anyone?

Please contact us if we can
assist you in the process

501-5241 or 501-7544 or 501-7513

