OhioDAS Human Resources Division | OAKS

Performance Management Tool for Supervisors

Supervisor/Manager (Rater)

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The following Course Identifiers are referenced throughout this training manual:

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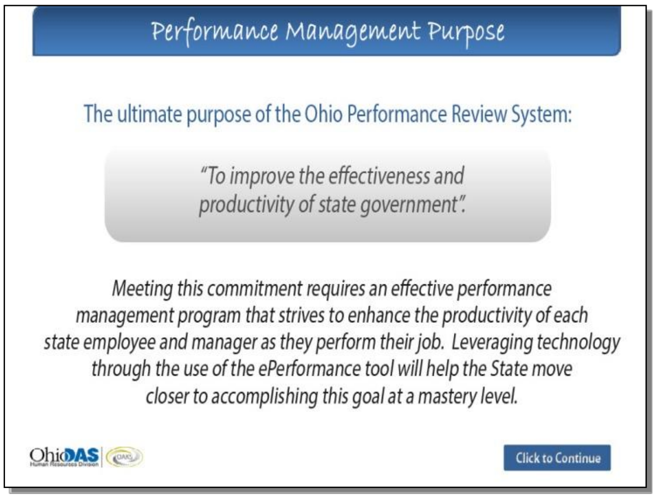
CHAPTER 1: INTRODUCTION TO EPERFORMANCE OVERVIEW

LESSON 1: REVIEWING EPERFORMANCE

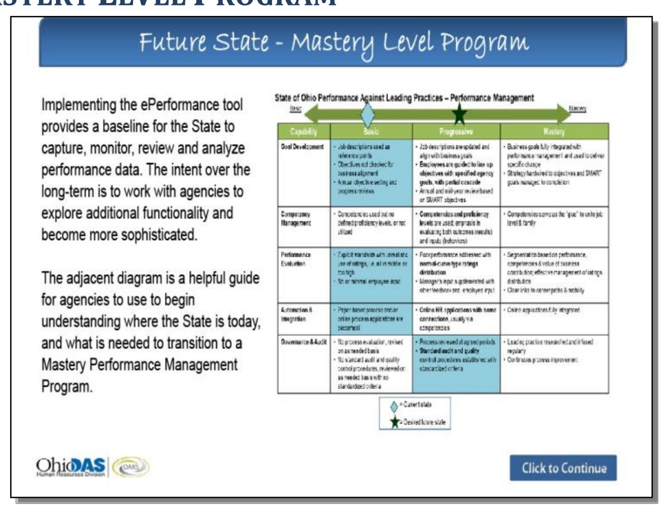
PURPOSE:

The ultimate purpose of ePerformance: “To improve the effectiveness and productivity of state government”.



Meeting this commitment requires an effective performance management program that strives to enhance the productivity of each state employee and manager as they perform their job. Leveraging technology through the use of the ePerformance tool will help the State move closer to accomplishing this goal at a mastery level.

FUTURE STATE - MASTERY LEVEL PROGRAM



Implementing the ePerformance tool provides a baseline for the State of Ohio to capture, monitor, review and analyze performance data. The intent over the long-term is to work with agencies to explore additional functionality and become more sophisticated.

The diagram below is a helpful guide for agencies to use to begin understanding where the State is today, and what is needed to transition to a Mastery Performance Management Program.

Basic — Mastery

Capability	Basic	Progressive	Mastery
Goal Development	• Job descriptions used as reference points • Objectives not checked for business alignment • Annual objective setting and progress reviews	• Job descriptions are updated and align with business goals • **Employees are guided to line up objectives with specified agency goals**, **with partial cascade** • Annual and mid-year review based on SMART objectives	• Business goals fully integrated with performance management and used to deliver specific change • Strategy hardwired to objectives and SMART goals managed to completion
Competency Management	• Competencies used but no defined proficiency levels, or not utilized	• **Competencies and proficiency levels** are used; emphasis in evaluating both outcomes (results) and inputs (behaviors)	• Competencies serve as the "glue" to unite job level & family
Performance Evaluation	• Explicit standards with unrealistic use of ratings, i.e. all in middle or too high • No or minimal employee input	• Poor performance addressed with **normal-curve type ratings distribution** • Manager's input supplemented with other feedback and employee input	• Segmentation based on performance, competencies & value of business contribution; effective management of ratings distribution • Clear links to career paths & mobility
Automation & Integration	• Paper-based process and/or online process applications are piecemeal	• **Online HR applications with some connections**, usually via competencies	• Online applications fully integrated
Governance & Audit	• No process evaluation, revised on as needed basis • No standard audit and quality control procedures, reviewed on as needed basis with no standardized criteria	• Process reviewed at agreed periods • **Standard audit and quality control** procedures established with standardized criteria	• Leading practice researched and infused regularly • Continuous process improvement

◇ = Current state
★ = Desired future state

Note: Leading practice data obtained from Accenture benchmark studies

Performance Evaluation

PERFORMANCE EVALUATION IS UTILIZED BY SUPERVISORS AND MANAGERS TO:

- Link agency goals to position
- Communicate agency/division mission, goals, and objectives
- Inform the employee of strengths, weaknesses, and progress to meet goals
- Improve performance and productivity
- Strengthen work relationships and improve communication
- Develop employee skills
- Recognize accomplishments and good work

The consistent use of the ePerformance tool will assist supervisors and managers in the planning, monitoring, evaluation, and development of employee performance. This process will also enable employees to clearly understand their job duties and performance expectations and how they fit in to the overall purpose, vision, and goals of the agency and their respective division.

What is the difference between a PE, OPRS, and ePerformance?

Performance Evaluation: A periodic review and evaluation of an individual's job performance which supports the performance management process of maintaining or improving employee job performance and includes continuous monitoring and providing feedback.

OPRS (paper process):
OPRS is the paper process used to facilitate the performance management process that the state is moving away from.

ePerformance (online process)
ePerformance is the online performance evaluation tool which will facilitate the performance management process for Agencies beginning January-2013.

The Purpose of ePerformance Technical Training

The purpose of ePerformance technical training is to equip State supervisors, managers, and employees with the ability to use the ePerformance tool to process performance evaluations, performance improvement plans, career development plans (optional), and self-evaluations (optional).

Additional information on how to conduct a performance evaluation, set performance goals, to answer policy questions, etc. can be obtained from the following two locations:

Program: *DAS HRD Talent Management, ePerformance website*
http://das.ohio.gov/Divisions/HumanResources/TalentManagement/PerformanceManagement.aspx

Training: *DAS HRD Office of Learning and Professional Development*
http://das.ohio.gov/learning

The ePerformance Tool

ePerformance is an online self-service performance evaluation tool accessed through myOhio.gov for State managers, employees, and human resources administrators. The application uses automated workflow triggers in order to move through the performance evaluation process.

The State of Ohio will be using this ePerformance online self-service tool to replace the manual, paper process currently being used in the performance management process. ePerformance includes standardized online, statewide electronic templates.

Standardized Templates

ePerformance is an online self-service performance evaluation application accessed through myOhio.gov.

The State will be using the following standardized templates:

- Performance Evaluation
    - Probationary Review
    - Annual Review

        - Ad Hoc Review (Special)
- Performance Improvement Plan (PIP)
- Career Development Plan (Optional)
- Self Evaluation (Optional)

Performance Evaluation Types

The creation of performance documents are required by code or contract and are initiated by the Supervisor/Manager (Rater).

Probationary Performance Review

Conducted for all new hires and employees promoted into a new position, and may have a three (3), six (6), or twelve (12) month review cycle.

Annual Performance Review

Exempt Employees - Annual review is based on a universal review cycle date selected by their Agency. An agency may have up two (2) annual review cycle dates.

Bargaining Unit Employees - Annual review is determined by the probationary end-date as specified in respective contracts.

Ad hoc Performance Review (Special)

Conducted in circumstances such as: an extension of the probationary period. Ad hoc reviews are used when there is no defined cycle period.

Performance Improvement Plan (PIP)

A PIP is required where the employee receives anything below an overall 'Meet Expectations' and it is initiated by the Supervisor/Manager (Rater). The intent is to redirect / correct performance outcomes.

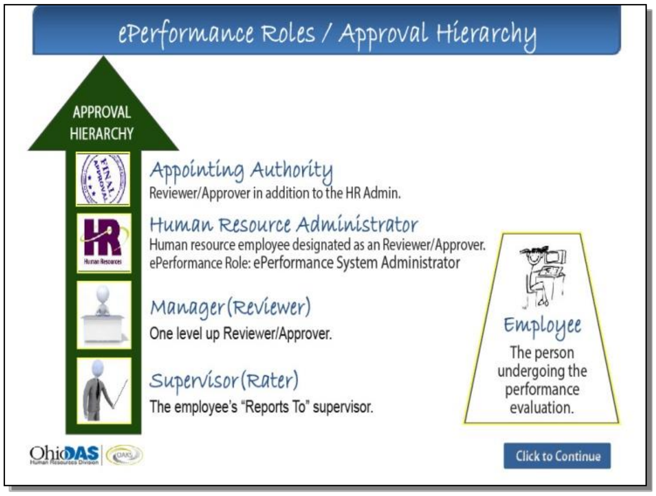
Career Development Plan

The creation of a Career Development Plan is an optional step in the overall Performance Management process.

A Supervisor/Manager (Rater) or an employee can initiate a Career Development Plan at any time during the performance management process, although it typically occurs in conjunction with the close of the performance evaluation. However, the start and end-date is based upon what is agreed upon between the Supervisor/Manager (Rater) and the employee.

Career Development Plans specify what the employee will learn for the coming year, they should encourage employees to expand their current skills. There are many ways to help develop your employee's skill set while clearly linking their career path to your organization's needs. DAS HRD Office of Learning and Professional Development (OLPD) offer training courses to assist Supervisor/Manager (Rater) in the development of their staff. Visit **http://das.ohio.gov/learning** for a list of programs and courses.

EPERFORMANCE ROLES / APPROVAL HIERARCHY

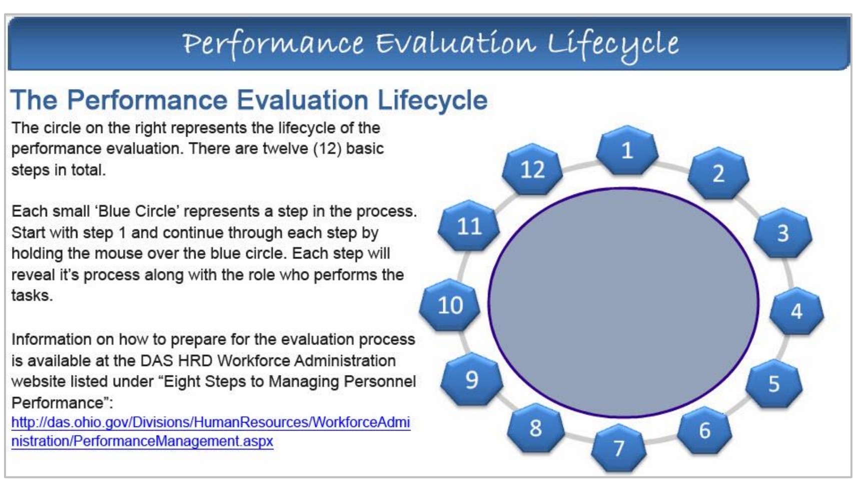


EPERFORMANCE CROSSWALK

Current	ePerformance Role	Tool Language	Approval Hierarchy / Role Definition
Employee	Employee	Employee	State of Ohio Employee
Supervisor	Rater	Manager Rater	The employee's "Reports To" supervisor
Manager	Reviewer	Manager Reviewer	One level up Reviewer/Approver
Human Resources Staff	System Administrator	ePerformance System Administrator	Human resource employee designated as a Reviewer/Approver.
*Appointing Authority	Enhancement Added to Include in Workflow*	Appointing Authority	Reviewer/Approver in addition to the HR Admin.

*This "Role" can also be designated to the ePerformance System Administrator role as determined by the agency.

THE PERFORMANCE EVALUATION LIFECYCLE



The circle in the illustration above represents the lifecycle of the performance evaluation. There are twelve (12) basic steps in total.

Each small 'Blue Circle' in the illustration above represents a step in the process. The table below identifies each step in the process along with the role performing the tasks.

Step	Task	Current	New Language	Role
1	Create Performance Document	Supervisor	Rater	Manager Rater
2	Enter Performance Criteria & Save	Supervisor	Rater	Manager Rater
	Review Criteria	Employee	Employee	Employee
3	Nominates 3rd Party Input (Optional)	Supervisor	Rater	Manager Rater
4	Complete Self Evaluation	Employee	Employee	Employee
5	Review Self Evaluation (Optional)	Supervisor	Rater	Manager Rater
	Begin Evaluation	Supervisor	Rater	Manager Rater
6	Review Evaluation (Approve/Deny)	Manager	Reviewer	Manager Reviewer
7	Review Evaluation (Approve/Deny)	Human Resources Staff	ePerformance System Administrator	ePerformance System Administrator
8	Review Evaluation (Approve/Deny) (Optional)	Appointing Authority	Appointing Authority	Appointing Authority
9	Make Evaluation Viewable to Employee	Supervisor	Rater	Manager Rater
10	Face-to-Face Meeting	Supervisor & Employee	Rater & Employee	Manager Rater & Employee
	Update system to "Review Held"	Supervisor	Rater	Manager Rater
11	Acknowledge Evaluation	Employee	Employee	Employee
12	Completes the Process	Supervisor	Rater	Manager Rater

Information on how to prepare for the evaluation process is available at the DAS HRD Talent Management website listed under "Eight Steps to Managing Personnel Performance": http://das.ohio.gov/Divisions/HumanResources/TalentManagement/PerformanceManagement.aspx

Lesson 2: Understanding Workflow Changes

Workflow for a Basic Performance Evaluation

The basic Performance Evaluation (PE) process as it is today without workflow. The steps are:

1. HR Department notifies employee’s Supervisor/Manager (Rater) to begin the PE process.
2. Employee’s Supervisor/Manager (Rater) creates the PE.
3. The PE goes through the applicable approvals.
4. HR sends deadline reminders to Supervisors/Managers (Rater) and managers.
5. The Supervisor/Manager (Rater) and employee meet to discuss the PE.
6. The employee acknowledges the review.
7. Supervisor/Manager (Rater) sends PE to HR.

The same basic Performance Evaluation (PE) process with workflow: The steps are:

1. The system automatically notifies the employee’s Supervisor/Manager (Rater) to begin the PE process.
2. Employee’s Supervisor/Manager (Rater) creates the PE within the ePerformance system.
3. The PE automatically routes to the manager(s) for the approval process.
4. The system automatically sends deadline reminders to Supervisors/Managers (Rater) and managers.
5. The Supervisor/Manager (Rater) and employee meet to discuss the PE. (No change)
6. The employee acknowledges the review within the system.
7. The PE is automatically available to HR using system security.

Using Performance Evaluation (PE) Templates

Each PE document type (Probationary, Annual, and Ad hoc) has an associated template. A printed template takes the place of today's paper performance evaluation. The templates are very similar and therefore follow several of the same steps to complete. For the most part, differences in processing the PE documents will occur at the beginning and end of the PE process. This lesson outlines the steps for completing the PE templates; identifies when the step is the same, when the step is optional, and when the steps are different.

STEP 1: The Initiation Process

The initiation process for each PE document type is different. Probationary and Annual PE's are initiated automatically using workflow; an Ad hoc PE is initiated by the Supervisor/Manager (Rater). In the table below the PE document type is marked with the step number in the box. The "Tasks" box describes the associated process.

Probationary	Annual	Ad Hoc	Tasks
1			**Supervisor/Manager (Rater)** receives email notification to initiate the Probation Performance Evaluation (PE) process with designated eligible employee.
	1		**Supervisor/Manager (Rater)** receives email notification to initiate the Annual Performance Evaluation (PE) process with designated eligible employee.
		1	**Supervisor/Manager (Rater)** initiates Ad hoc PE with designated employee.

STEP 2: Selecting the Applicable Template

Selecting the applicable template is "key" to Step 2 in the PE process. Each PE document has its own associated template. This is manual step completed by the Supervisor/Manager (Rater) in the system. The table below cross references the PE type with the associated template.

PE Type	Template
Annual Review	Annual Performance Review
Probationary Review	Probationary Performance Review
Ad hoc (Special)	Ad hoc Performance Review

In the table below the PE type is marked with the step number in the box. The "Tasks" box describes the associated process for step 2.

Probation	Annual	Ad Hoc	Tasks
2			**Supervisor/Manager (Rater)** selects the applicable Probation PE document with completed goals and objectives for designated PE cycle from automated system.
	2		**Supervisor/Manager (Rater)** selects the applicable Annual PE document with completed goals and objectives for designated

Probation	Annual	Ad Hoc	Tasks
			PE cycle from automated system.
		2	**Supervisor/Manager (Rater)** selects the applicable Ad hoc PE document with completed goals and objectives for designated PE cycle from automated system.

STEPS 3 - 8: OPTIONAL STEPS

These steps are optional for all document types; however the process remains the same regardless of the template you are using. Steps 3-5 are used for Third-Party Nominations, and steps 6-8 are used when completing a self evaluation is required by the employee. Workflow is used for communication purposes between the various individuals involved in the process.

In the table below the PE type is marked with the step number in the box. The "Tasks" box describes the associated process for steps 3 – 8.

Probation	Annual	Ad Hoc	Tasks
3	3	3	**Supervisor/Manager (Rater)** submits nomination for third party (Nominator) feedback in system (optional)
4	4	4	**Nominator** receives feedback request and can accept or decline the feedback request (optional step)
5	5	5	**Nominator** complete feedback document in automated system and submits to Manager (Rater). (Optional step)
6	6	6	**Supervisor/Manager (Rater)** submits request for employee self-input (Optional)
7	7	7	**Employee** completes feedback document in automated system and submits to Manager (Rater). (Optional step)
8	8	8	**Supervisor/Manager (Rater)** consolidates feedback and develops review write up in system.

STEPS 9 - 18: REQUIRED PERFORMANCE EVALUATION STEPS

Steps 9 - 18 are the same for all documents types, and unlike the previous steps, it is a requirement to complete the steps listed in the process. Workflow here is mainly used to facilitate the approval process and complete the acceptance.

In the table below the PE type is marked with the step number in the box. The "Tasks" box describes the associated process for steps 9 – 18.

Probation	Annual	Ad Hoc	Tasks
9	9	9	**Supervisor/Manager (Rater)** assigns ratings to each rated category identified on PE document.
10	10	10	**Supervisor/Manager (Rater)** submits completed PE document to one level up Manager (Reviewer) for input and approval.

Probation	Annual	Ad Hoc	Tasks
11	11	11	One level up **Manager (Reviewer)** reviews documentation and submits to HR Administrator (a.k.a.: the ePerformance System Admin.) with feedback and changes, if needed.
12	12	12	**HR Admin.** reviews documentation and submits approval to Appointing Authority with feedback and changes, if needed.
13	13	13	**Appointing Authority** approves final document and document is routed back to the Supervisor/Manager (Rater).
14	14	14	**Supervisor/Manager (Rater)** reviews completed PE review along with verbal feedback and final performance rating to employee.
15	15	15	**Supervisor/Manager (Rater)** submits final PE review to employee in automated system.
16	16	16	**Employee** provides acknowledgement of completed PE form by eSignature and/or signing the form and submitting back to **Supervisor/Manager (Rater).**
17	17	17	**Supervisor/Manager (Rater)** closes final PE document in system.
18	18	18	**HR Admin.** completes documentation to initiate a step-in-grade salary increase, if employee meets eligibility requirements.

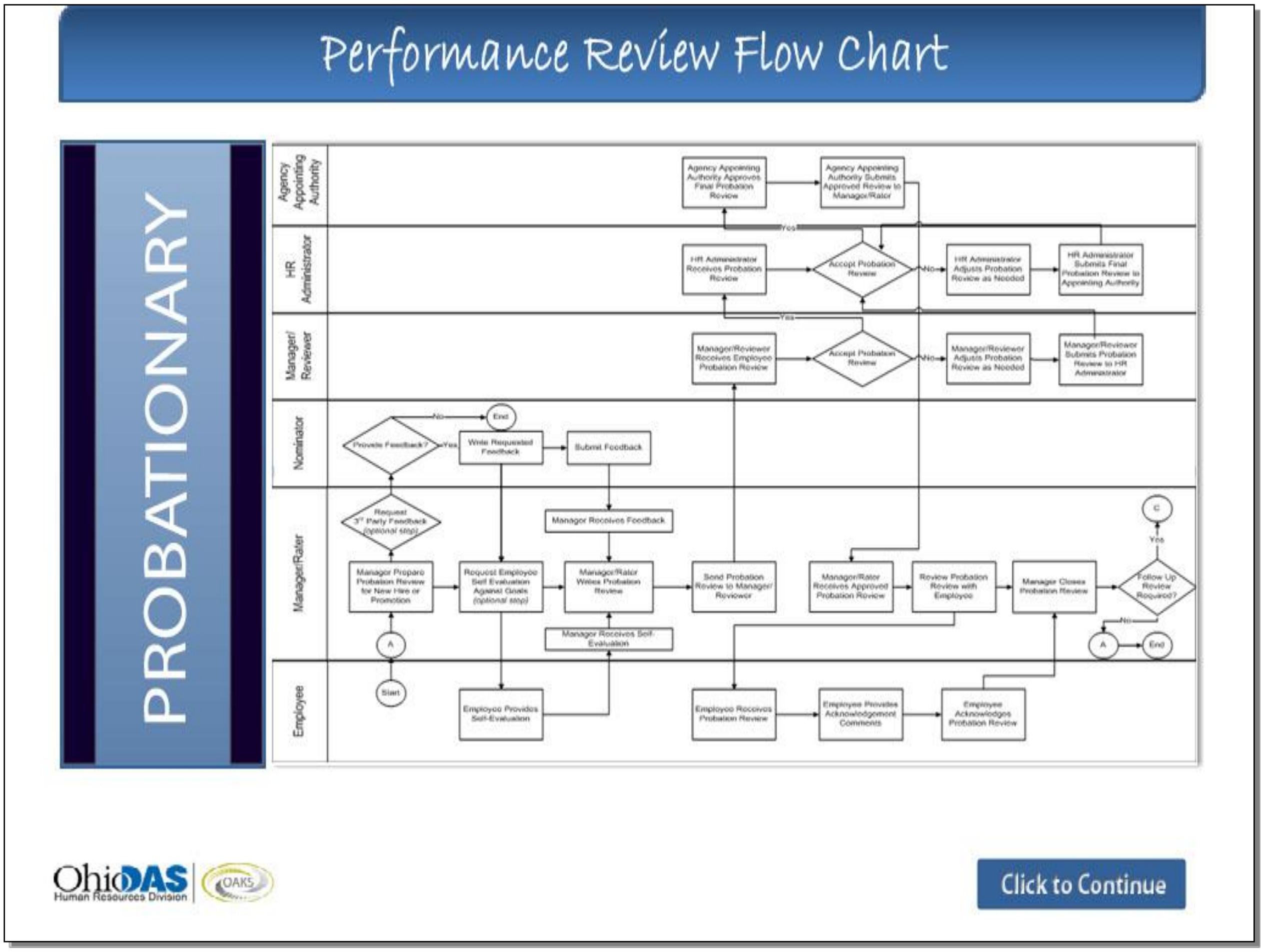
STEPS 19 - 21: FOLLOW UP STEPS

Steps 9 - 21 vary depending on the document type and occur outside of workflow. In the table below the PE type is marked with the step number in the box. The “Tasks” box describes the associated process for steps 19 – 20 or 21.

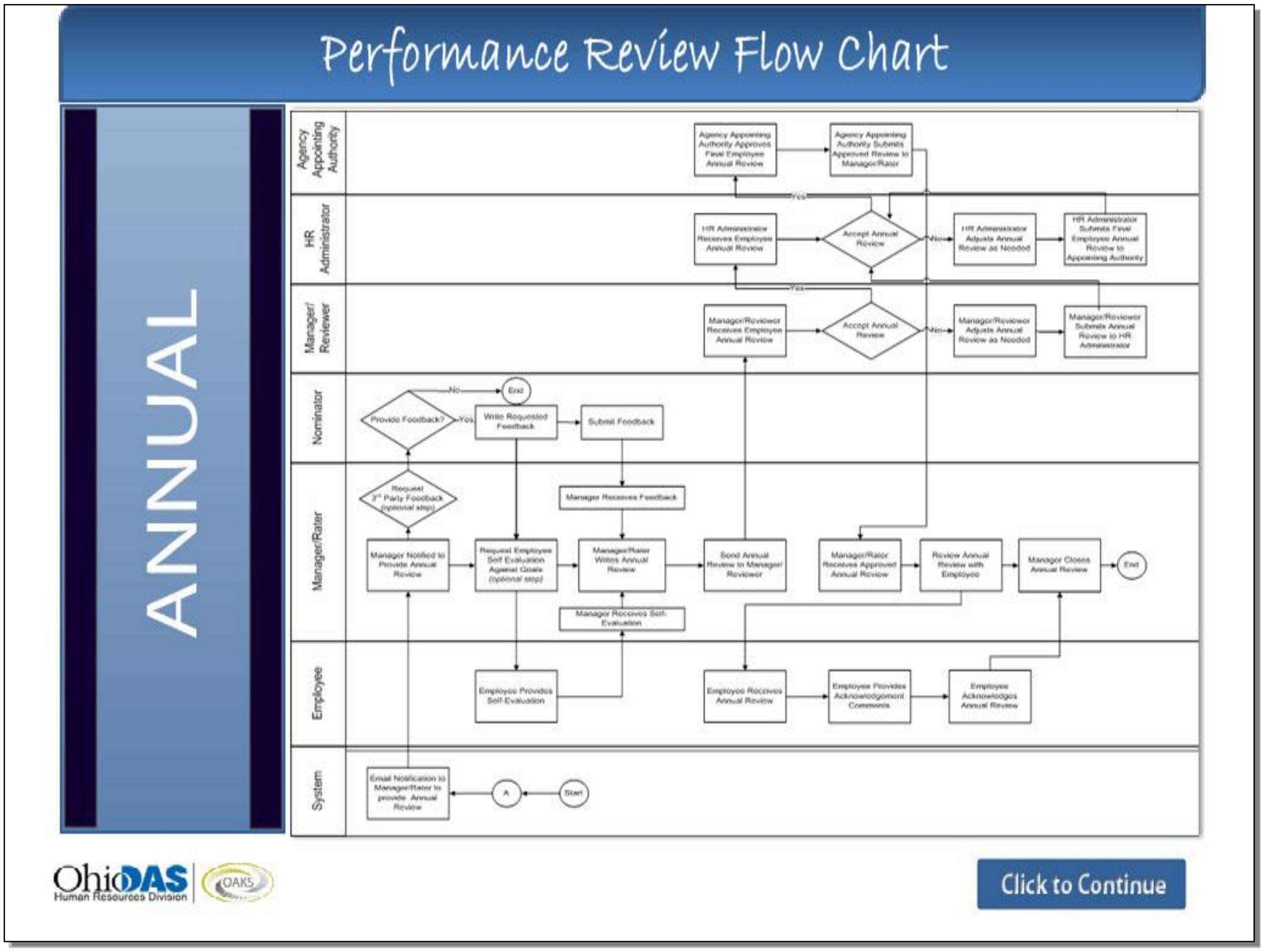
Probation	Annual	Ad Hoc	Tasks
19		19	**HR Admin.** validates employee anniversary date in system after completion of probation period.
	19		**HR Admin.** processes a stop wage progression in payroll system, if employee does not meet eligibility requirements.
20		20	**Supervisor/Manager (Rater)** initiates process to establish new goals/objectives and performance expectations along with agency and classification competencies for annual performance evaluation.
21			**Supervisor/Manager (Rater)** initiates Ad hoc review to extend probation period and performance improvement plan (PIP) if needed, if employee does not meet probation requirements.
		21	**HR Admin.** initiates action based on contract and legislative guidelines, if employee does not meet performance requirements.

Process Flowchart For Performance Evaluation Types

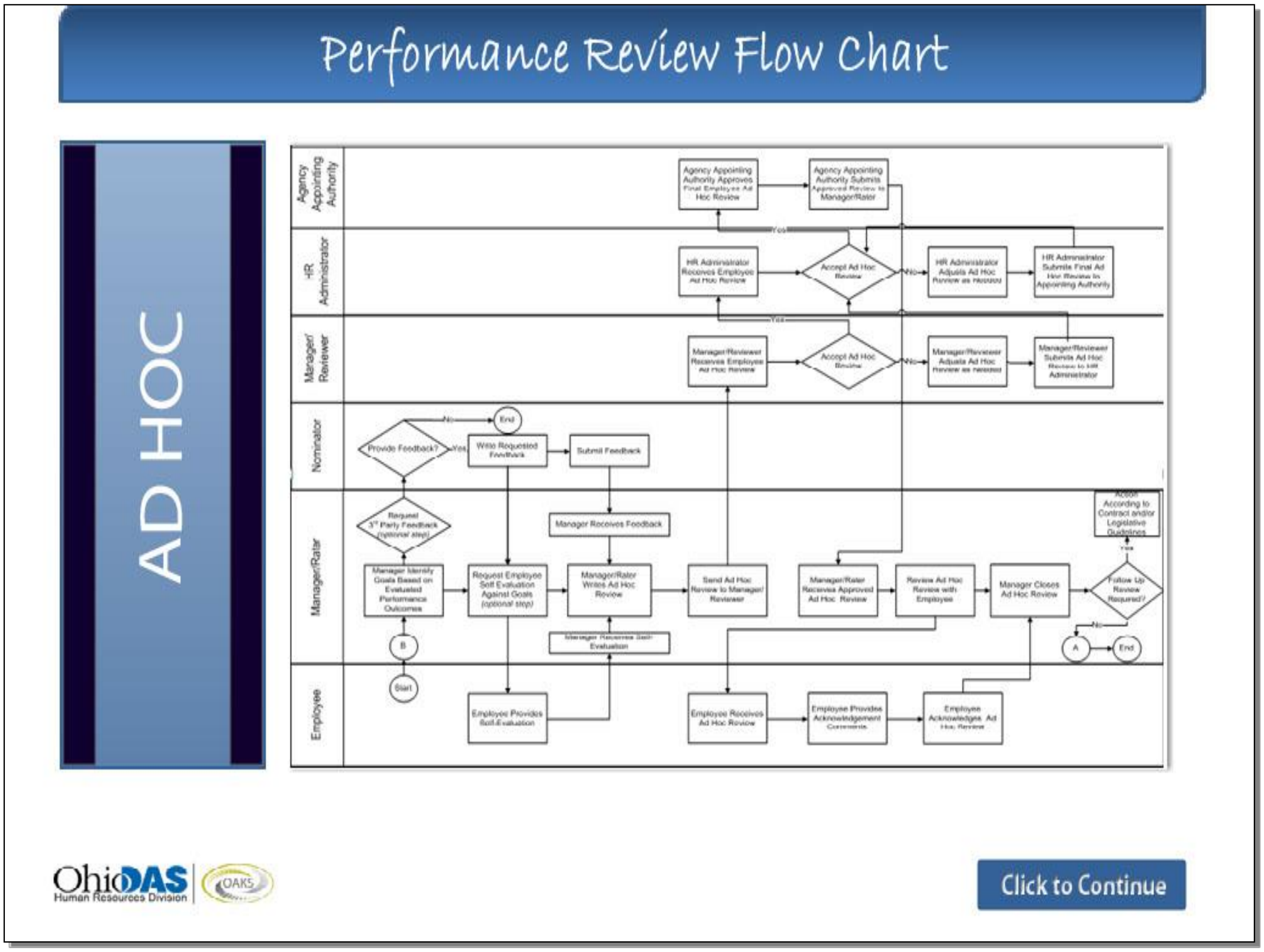
Probationary Performance Review Process Flowchart



ANNUAL PERFORMANCE REVIEW PROCESS FLOWCHART



AD HOC PERFORMANCE REVIEW PROCESS FLOWCHART



Chapter 2: Introduction to the ePerformance Process

Lesson 1: ePerformance Demonstration (Lifecycle)

In this chapter, you will learn how to walk through the performance review process from beginning to end. The following seven (7) processes will be included:

A. Create an electronic performance document.
B. Manager completes a performance evaluation and submits for approval.
C. Track a performance document through the approval process.
D. Make a performance document available for review by the employee.
E. Mark a performance document as “Review Held”.
F. Employee acknowledges the performance document.
G. Supervisor/Manager (Rater) completes the performance document.

Click the START button to begin.

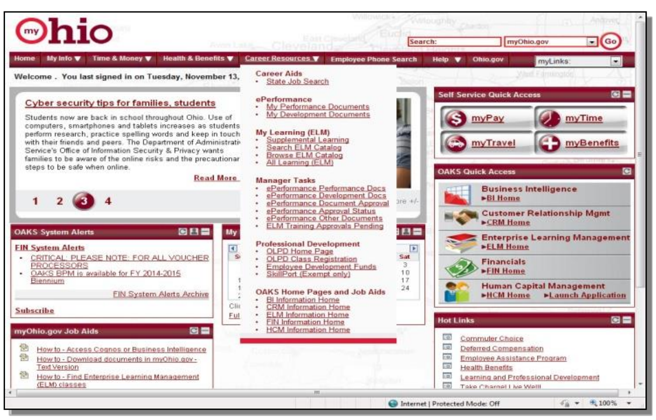
A. Create an Electronic Performance Document

Part I – Create the Performance Document

1. Select the **Career Resources** drop-down menu.

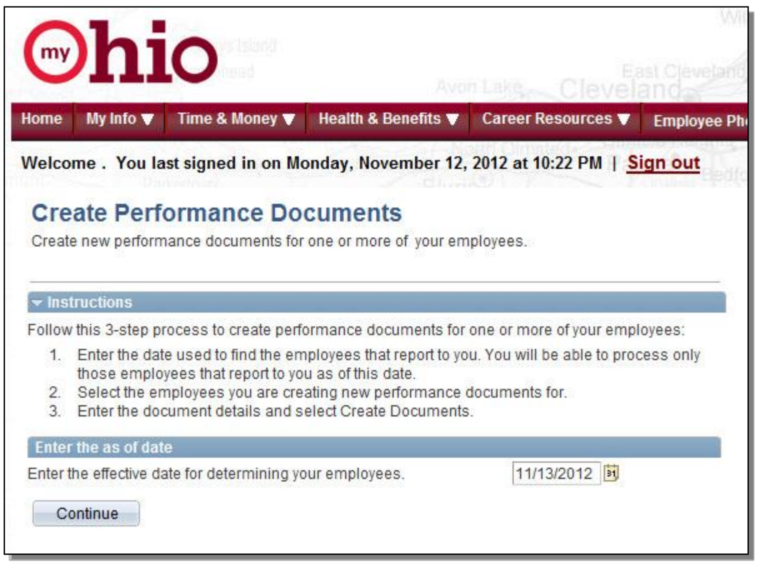
2. Select **Manager Tasks** hyperlink.

3. Select the **ePerformance Performance Docs** hyperlink.



4. Select the **Create Documents** menu.

Use the **Create Performance Documents** page to identify the person you are creating performance documents for, the document type (Probationary, Annual, or Ad hoc), and the specific parameters to be used to define the data that should be included in the performance document.

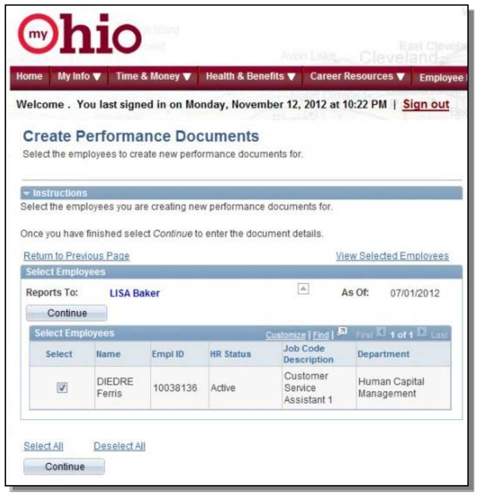


TIP: The effective of date is the "as of" for "report to" employees.

5. Enter in the **Effective Date** field, and then press [Enter]. In this example use 07/01/2012.

6. Click the **Continue** button

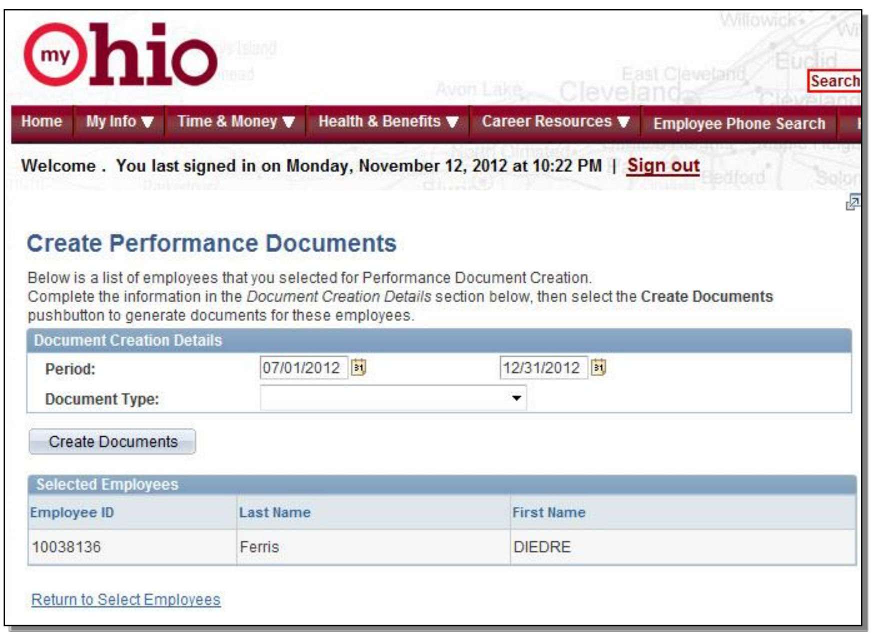
Next, you will select the employee you are creating the performance document for by clicking in the check box next to their name. NOTE: Only employees who "Report To" you will appear in the list.



7. Select the checkbox for DIEDRE Ferris.

8. Click the Continue button.

The dates entered in the **Period Begin Date** and **Period End Date** fields define the performance evaluation period of time.

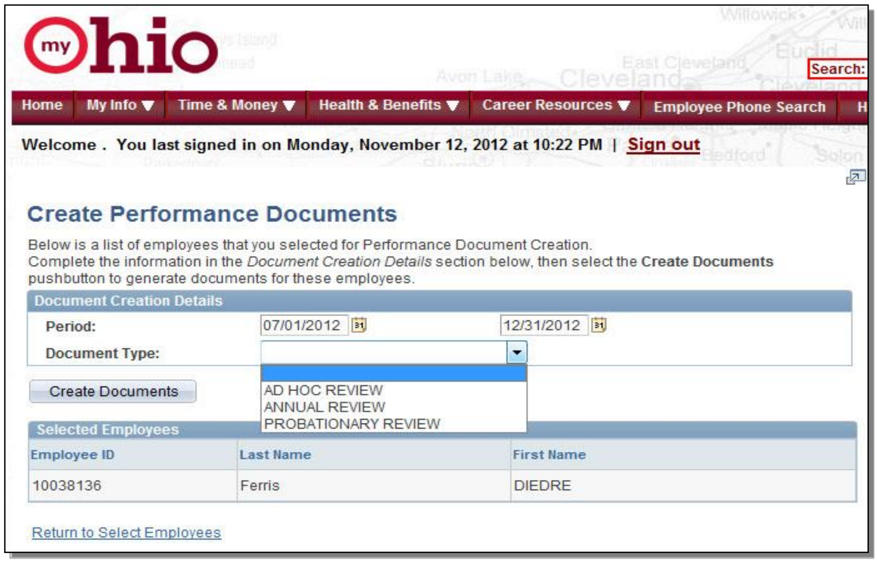


9. Enter start date in the **Period Begin Date** field. Enter 07/01/2012.

10. Enter end date in the **Period End Date** field. Enter 12/31/2012.

Use the **Document Type** field to select a document type, such as Probationary Review, Annual Review, or Ad-hoc Review (Special).

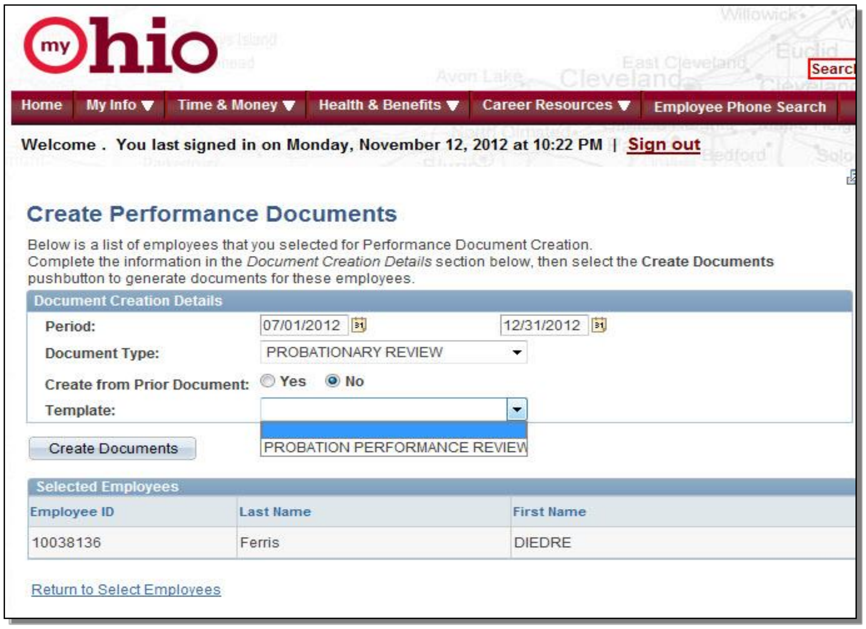
11. Click the **Document Type** drop-down list and select **Probationary Review** from the list.



After selecting a document type, the **Template** field will become available. Use the **Template ID** field to select the template that will generate the documents following a predefined format or template.

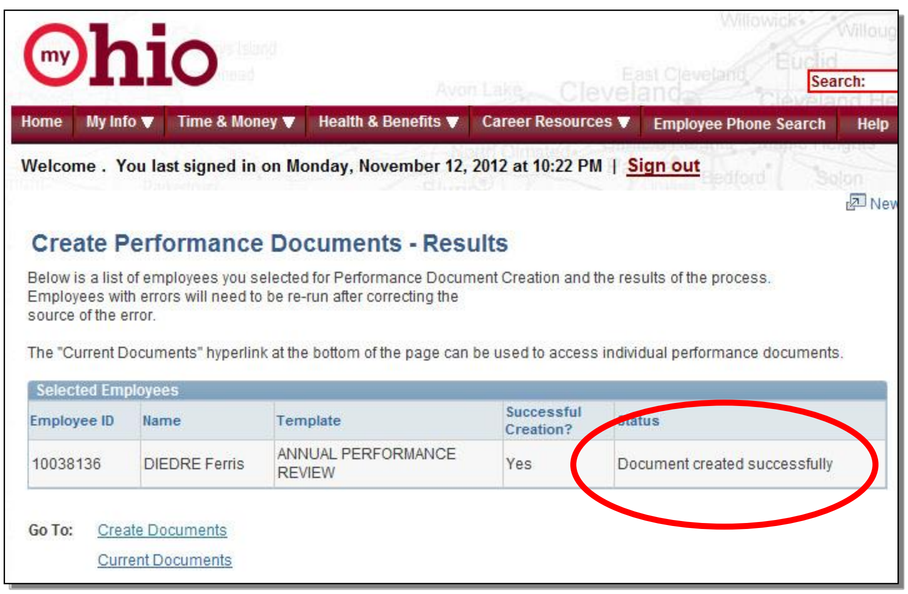
TIP: Leave the default value 'No' radio button selection for Create from Prior Document.

12. Click the **Template** drop-down list and select the **Probation Performance Review** list item.

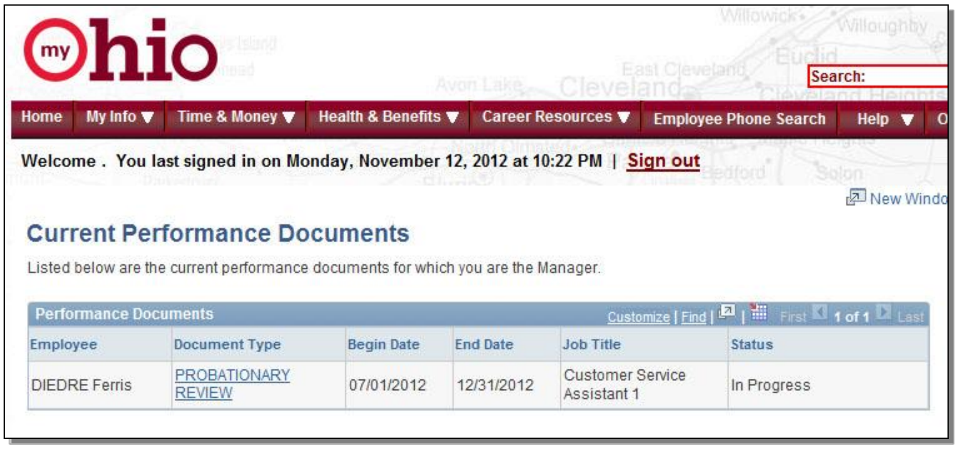


13. Click the **Create Documents** button.

Notice that a Probation Performance Review document for the employee (Diedre) you specified has been successfully created.



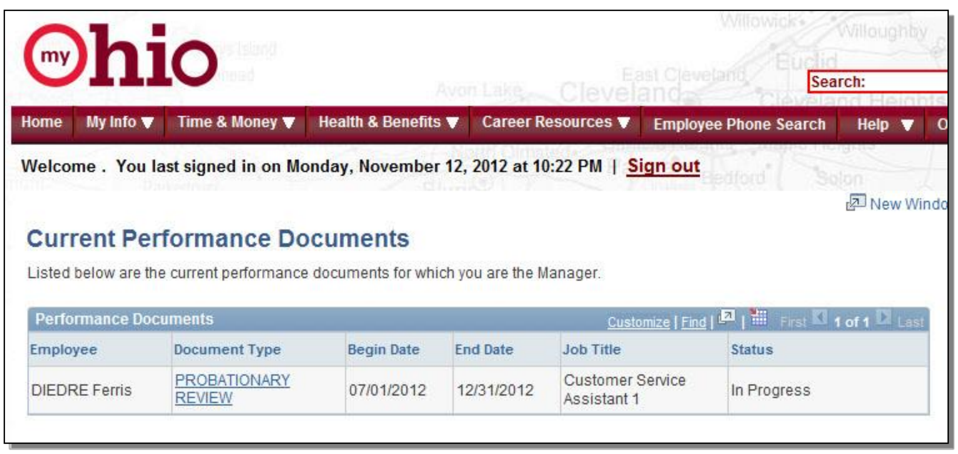
To view a listing of all current and active performance documents, select the **Current Documents** hyperlink (illustrated above) and a list of employees who "Report To" you with a performance evaluation document will appear. The list will display: Employee Name, Document Type, Begin Date, End Date, their Job Title and the Status of performance evaluation. Employee "Diedre" has a Probationary Review with a status of "In Progress" (illustrated below).



The next step is to setup the performance criteria for this employee.

PART 2 – ADDING PERFORMANCE CRITERIA

From the Current Performance Documents page you will select the employee with the correct document type to begin adding performance criteria. It is important that you pay close attention to the document type (Probationary, Annual, or Ad hoc) and the Period Dates when selecting the document to add performance criteria. An employee may have more than one (1) active document type.



1. Select the **PROBATIONARY REVIEW** link for employee “Diedre” with the Period 07/01/2012 - 12/31/2012.

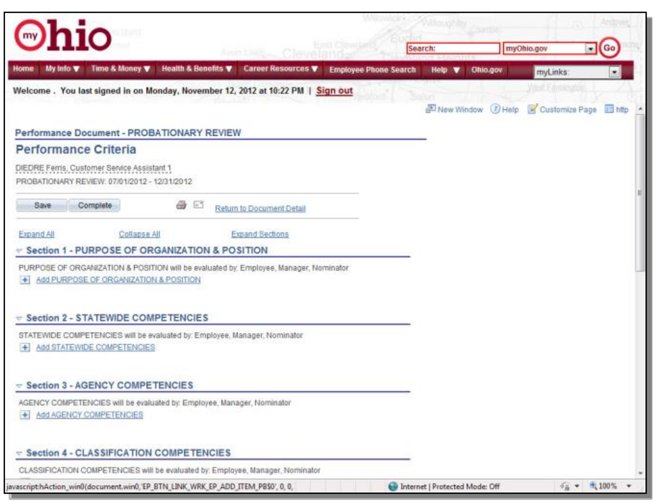
   Notice the newly created performance document now appears on the **Current Performance Documents** page. The Document Details page lists the status, due date and actions associated with each step in the document process.

2. Click the **Start** link on the **Establish Evaluation Criteria** line.

The **Performance Criteria** page is used by the Supervisor/Manager (Rater) to set up the criteria by which the employee will be evaluated during the performance period. There are several sections where criteria will be entered, the sections are:

- Section 1 – Purpose of Organization & Position
- Section 2 – Statewide Competencies
- Section 3 – Agency Competencies
- Section 4 – Classified Competencies
- Section 6 – Goals and Performance Expectations

Note: Sections 5, 7, and 8 are summary sections used later in the process for rating.

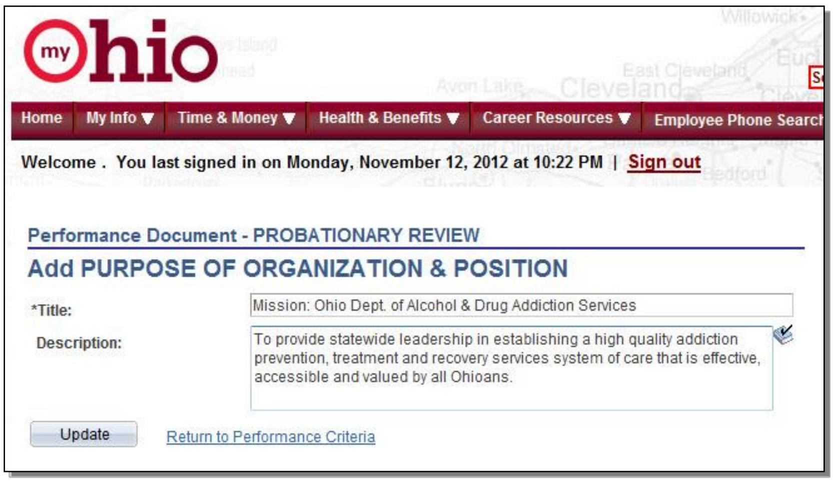


SECTION 1 – PURPOSE OF ORGANIZATION & POSITION

The "Purpose of Organization Statement" is the statement of an agency's vision values, mission and/or goals and objectives. This statement is a required input in ePerformance and starts the cascading effect for the employee to understand the overall purpose of the agency and how their work fits in to the organization's vision.

1. Click the **Purpose of Organization & Position** link.

> TIP: As the HR Administrator you will work with your agency to establish a consistent message and distribute it to all agency supervisor in a form that can be copy/pasted into this section of the performance evaluation for employees.



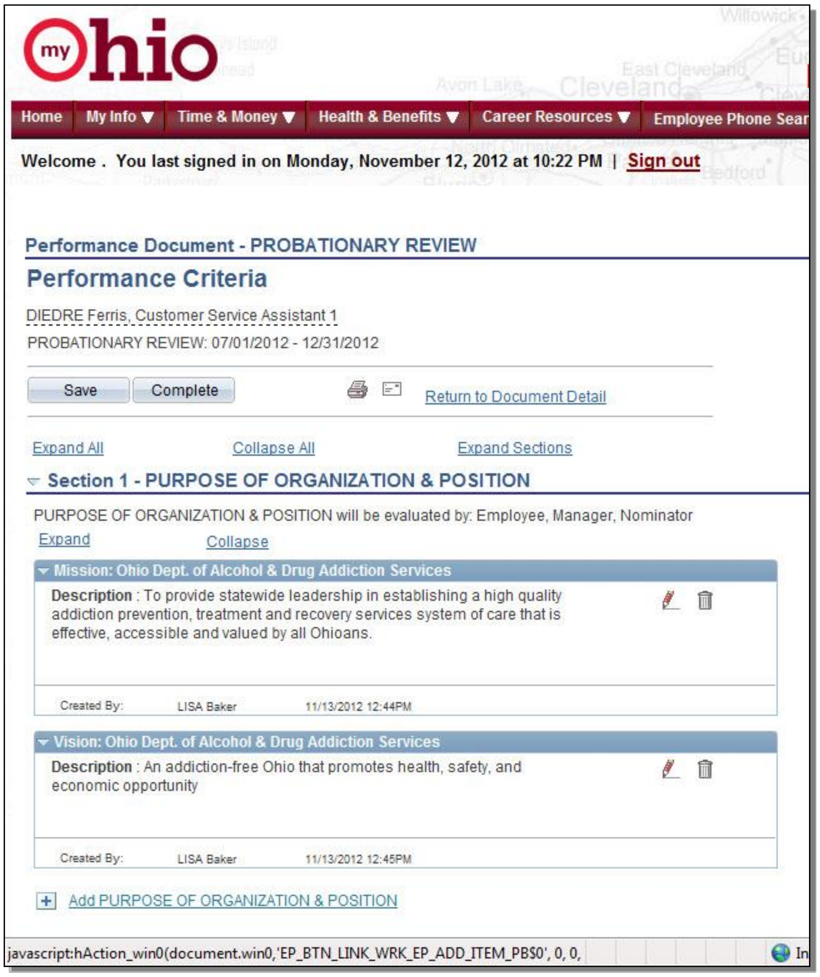
When adding criteria Supervisors/Managers (Rater) will need to give the item a Title and a Description.

2. Enter in the **Title** field: "Mission: Ohio Dept. of Alcohol & Drug Addiction Services".

3. Enter the following in the **Description** field: "To provide statewide leadership in establishing a high quality addiction prevention, treatment and recovery services system of care that is effective, accessible and valued by all Ohioans."

4. Click the **Update** button.

Notice that the criteria you just added now appears on the Performance Criteria page.



To add the Vision to the Purpose of Organization section:

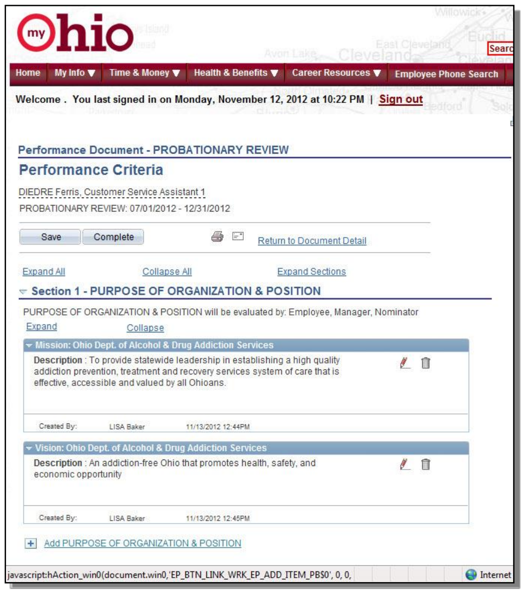
5. Click the **Add** symbol (+) next to the Purpose of Organization & Position link.

6. Enter in the **Title** field: "**Vision: Ohio Dept. of Alcohol and Drug Addiction Services.**

7. Enter the following in the **Description** field: "An addiction-free Ohio that promotes health, safety, and economic opportunity."

8. Click the **Update** button.

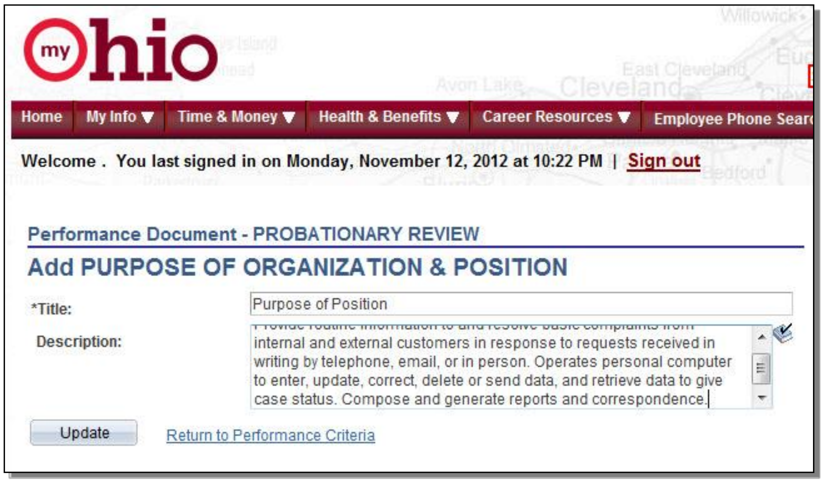
Notice that the criteria you just added now appears on the Performance Criteria page.



Next guide the Supervisor/Manager (Rater) to add the Purpose of the Position Statement. This statement links the overall purpose of the agency to the employee's position in order to identify how their position fits in to the overall organization.

To add the "Purpose of the Position" to the Purpose of Organization section:

9. Click the **Add** symbol (+) next to the Purpose of Organization & Position link.



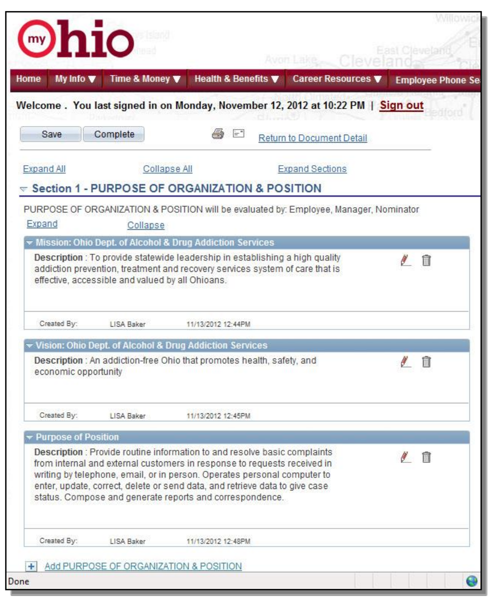
10. Enter in the **Title** field: “**Purpose of Position”.**

11. Enter the following in the **Description** field: Provide routine information to and resolve basic complaints from internal and external customers in response to requests received in writing by telephone, email, or in person. Operates personal computer to enter, update, correct, delete or send data, and retrieve data to give case status. Compose and generate reports and correspondence.”

> **TIP**: You may need to provide guidance to supervisors/ managers on the type of information that should be entered in this section.

12. Click the **Update** button.

Notice that the criteria added now appears on the Performance Criteria page.



SECTION 2 – STATEWIDE COMPETENCIES

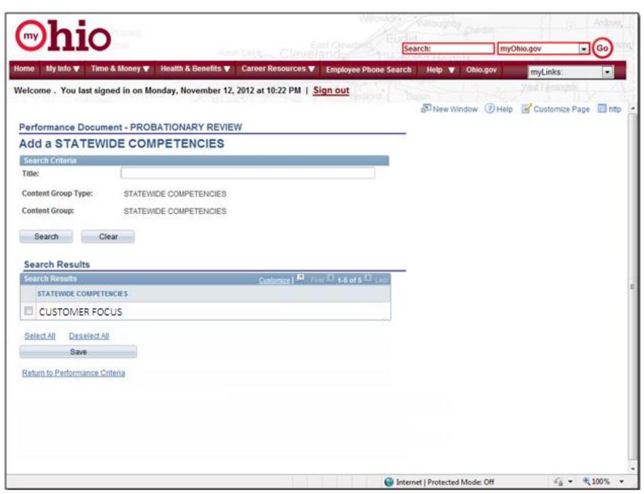
It is important to remember that Customer Focus will be the only populated Statewide Competency item at this time and must be rated. This decision is based on ORC 121.91 (A). Goals and competencies are not tied together. Goals and competencies are stand alone as sections on the evaluation.

Competencies are designed to reflect the behaviors in how an employee completes their goals (i.e., the combination of using knowledge, skills and abilities); completed goals reflect the actual business outcomes achieved by the employee.

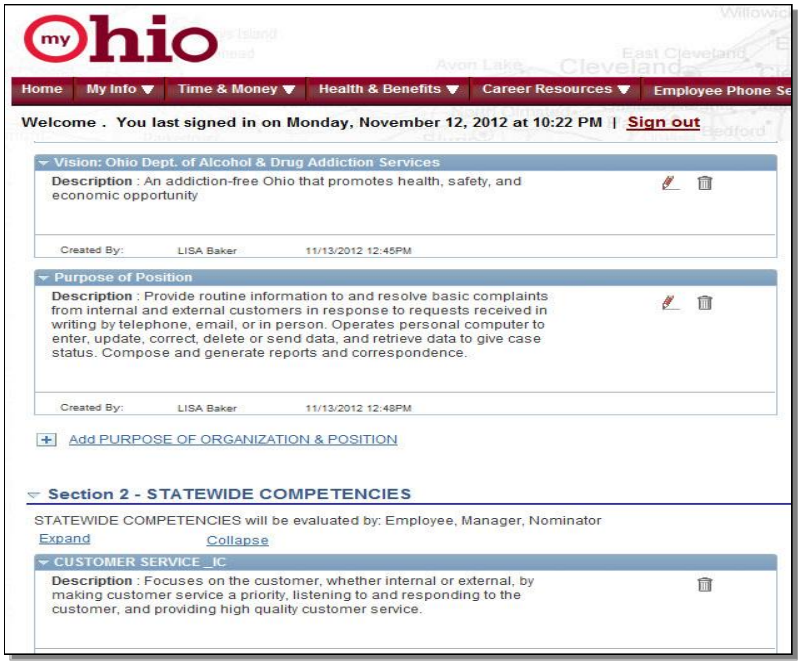
To begin, use the scrollbar to navigate to Section 2.

1. Click the **Add Statewide Competencies** link.

2. Select the applicable option CUSTOMER FOCUS.



Notice that the criteria you just added now appears on the Performance Criteria page.



SECTION 3 – AGENCY COMPETENCIES

In conjunction with the implementation of ePerformance a competency catalog will be pre-loaded and made available to agencies by DAS HRD Office of Talent Management, ePerformance. There will be one (1) Statewide competency assigned to all positions, however, at go-live agencies will have a choice to adopt agency and/or classification level competencies.

To begin, use the scrollbar to navigate to Section 3.

1. Click the **Add Agency Competencies** link.

2. Select the **RESULTS ORIENTATION** option.

3. Click the **Save** button at the bottom of the page.

Notice that the criteria you just added now appears on the Performance Criteria page.

Section 4 – Classification Competencies

A competency catalog is being prepared and will be pre-loaded into ePerformance by DAS HRD Office of Talent Management, ePerformance. Complete this section using the same steps as listed in Section 3.

Section 5 – Competencies Summary

This is a rating section that will be used later.

Section 6 – Goals and Performance Expectations

Goals and Objectives Description:

Goals and objectives are connected to an agency, division or institution's strategic planning where an individual performer aligns their work outcomes and creates independent/supervisor approved work plans that details action steps necessary to accomplish position level goals. Goals and objectives are an option for most team leaders, supervisors, managers and/or administrators with responsibility for directing people and/or programs.

Performance Expectations Description:

Performance expectations are performance standards that are based on the position, not the individual that emphasize observable, specific indicators for success on the job. Performance expectations are regular and routine job duties with fixed expectations for quantity, quality, timeliness and outcomes.

To begin, use the scrollbar to navigate to Section 6.

1. Click the **Add Goals & Performance Expectations** link.

2. Enter in the **Title** field: **"Performance Expectation: Probationary employees must:"**
   Note: Titles can contain up to approx. 60 characters.

3. Enter the following in the **Description** field: "Demonstrate understanding of the unit's standard operating policies and procedures manual by scoring above 80% on a comprehensive multiple choice exam prior to 30 days before completion of the review period."

   Note: The description field can contain up to approximately 1325 characters.

4. Click the **Update** button.

Notice that the criteria added now appears on the Performance Criteria page.

To add an additional Performance Expectation they need to:

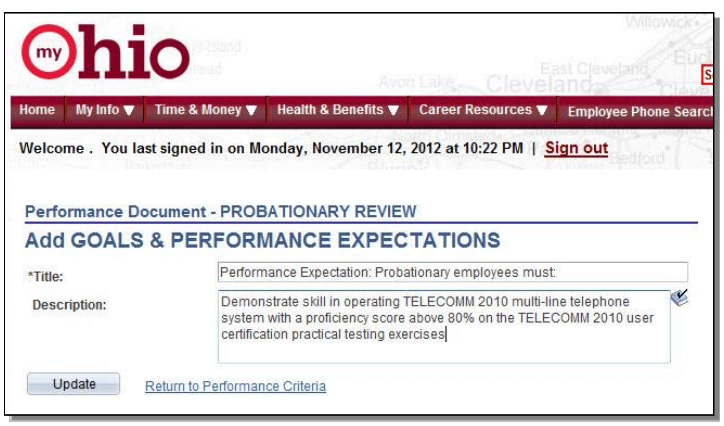
5. Click the **Add Goals & Performance Expectations** link.

6. Select the "**Add your own Item".**

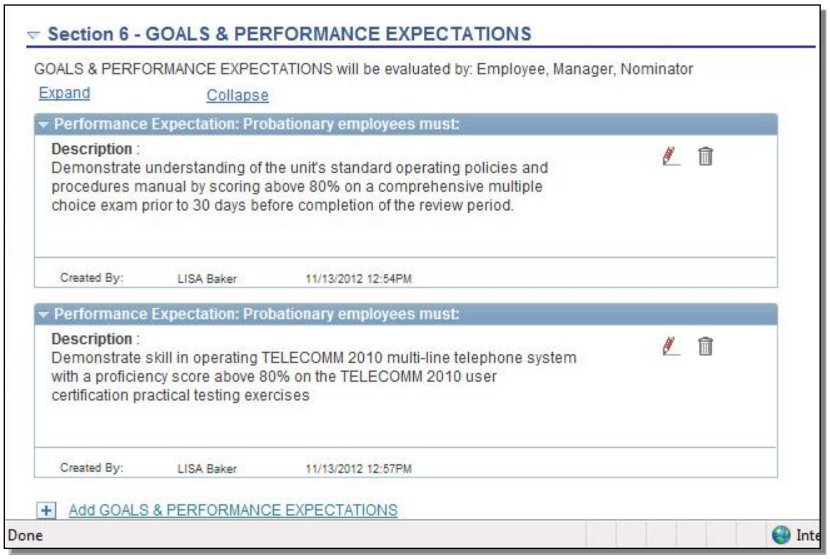
7. Enter in the **Title** field: **"Performance Expectation: Probationary employees must:"**

8. Enter the following in the **Description** field: "Demonstrate skill in operating TELECOM 2010 multi-line telephone system with a proficiency score above 80% on the TELECOMM 2010 user certification practical testing exercises."

9. Click the **Update** button.

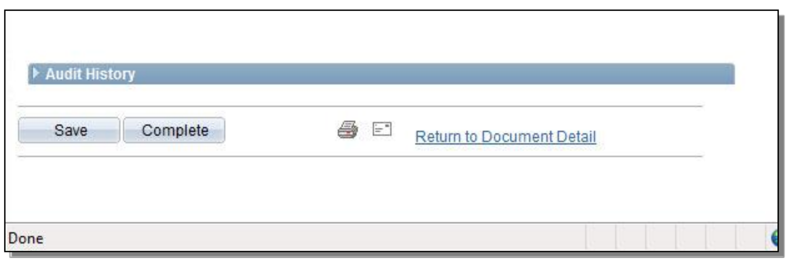


Notice that the criteria you just added now appears on the Performance Criteria page.



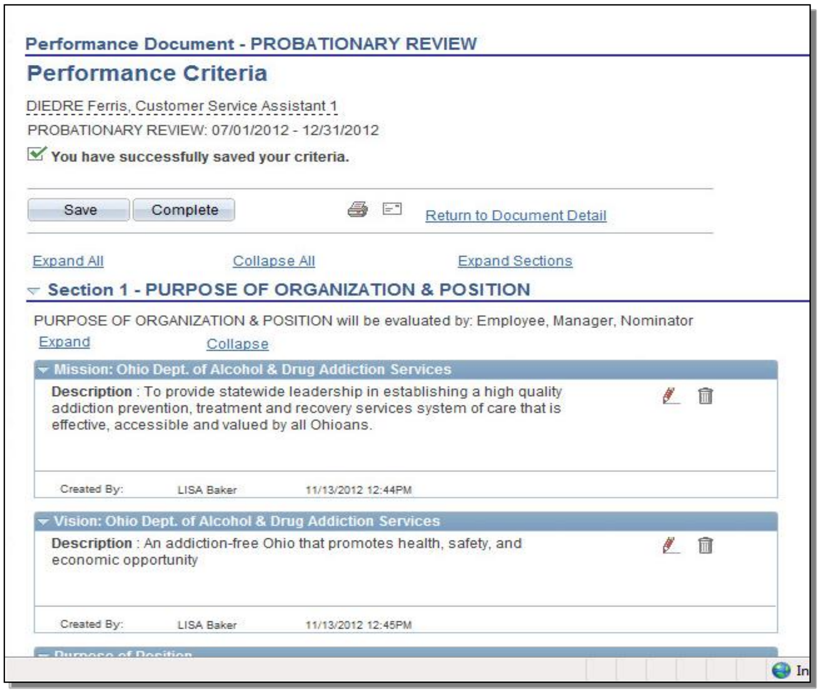
Note: Supervisor/Manager (Rater) can continue this same process until all the Goals and Performance Expectations for the employee have been entered. You may enter as many Goals and Performance Expectations as needed.

10. Scroll down to the bottom of the page.



11. Click the **Save** button. The Performance Criteria page will display **"You have successfully saved your criteria."**

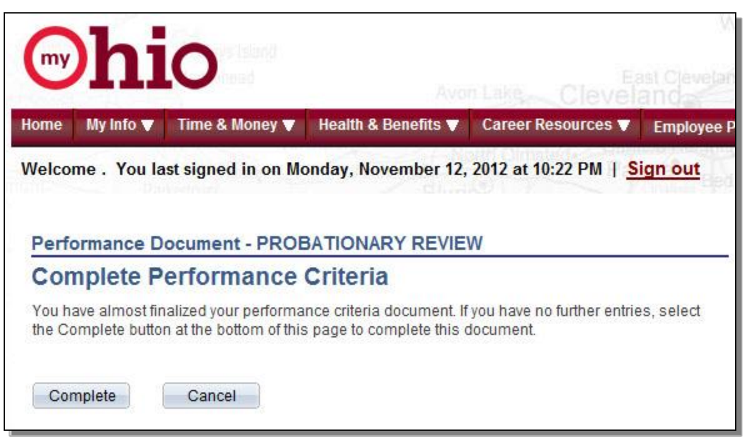
> <u>**NOTE**</u>: Once a Supervisor/Manager (Rater) **'SAVES'** the criteria it becomes available for the employee to view. The ePerformance tool will allow supervisors and managers to make changes to the employee's evaluation criteria, or add new criteria throughout the year, as long as, they continue to **'SAVE'** the changes. Once the Supervisor/Manager (Rater) selects the **'Complete'** button they can <u>NO</u> longer make changes to the criteria. It is recommended that supervisors and managers do not select the **'Complete'** button until they are ready to begin the rating process of the performance evaluation.
>
> To provide employees with directions on how to view competencies, goals and performance expectation give them the job aid *"Employee Views Performance Criteria*".



Note: the table below identifies the steps an employee would take to view their ePerformance criteria once the performance criteria are **saved**.

Steps	Task
1	Select the **Career Resources** menu from myOhio.gov
2	Select the **My Performance Documents** link.
3	Select the **Current Documents** link.
4	Select the applicable link, such as: **Probationary, Annual, or Ad hoc Review** link.
	To view the existing performance document, you would click on the View or Edit link next to the applicable step that you want to view.

12. Click the **Complete** button when you are ready to begin rating the performance evaluation.



13. Click the **Complete** button again.

Notice that the Status of the Establish Evaluation Criteria task now reflects **Completed.**

B. Supervisor/Manager (Rater) Completes a Performance Evaluation and Submits for Approval

At the end of the employee's review period, the Supervisor/Manager (Rater) will rate the employee's performance based on the established criteria in the performance document. The following are benchmarks for the PE rating models. There are two (2) models: Model A has three (3) levels and the Model B has five (5) levels. The rating models are:

MODEL A – THREE (3) LEVELS

Used when rating Statewide, Agency, and Classification Competencies, and the Goals & Objectives / Performance Expectations section.

EXCEEDS EXPECTATIONS

Exceeds standards (e.g., consistently goes above the communicated expectations of the job responsibility or goal, demonstrates a unique understanding of work beyond assigned area of responsibility, achievements are obvious to subordinates, peers, managers, and customers).

MEETS EXPECTATIONS

Fully meets standards (e.g., achieves acceptable standards of performance, expectations and requirements, results can be expected which are timely and accurate, performance constitutes what is expected of a qualified, experienced employee performing in this position).

DOES NOT MEET

Fails to meet standards (e.g., employees with this rating fail to satisfactorily perform most aspects of the position, performance levels are below established requirements for the job, employee requires close guidance and direction in order to complete routine assignments).

MODEL B – FIVE (5) LEVELS

Used when rating summary sections, such as: Competency and Goals & Objectives / Performance Expectations. Also used for the overall rating of the Performance Evaluation.

OUTSTANDING

Fully exceeds standards (e.g., performance is noticeably superior, performance demonstrates exceptional imitative to plan and anticipate problems and employee takes applicable action independently to resolve, performance requires little to no supervision to produce exemplary results).

EXCEEDS EXPECTATIONS

Exceeds standards (e.g., consistently goes above the communicated expectations of the job responsibility or goal, demonstrates a unique understanding of work beyond assigned area of responsibility, achievements are obvious to subordinates, peers, managers, and customers).

MEETS EXPECTATIONS

Fully meets standards (e.g., achieves acceptable standards of performance, expectations and requirements, results can be expected which are timely and accurate, performance constitutes what is expected of a qualified, experienced employee performing in this position).

NEEDS IMPROVEMENT

Usually meets standards (e.g., generally meets expectations required for the position, one or more areas are consistently weak and will require improvement, employee requires coaching to obtain results that are timely and accurate).

DOES NOT MEET

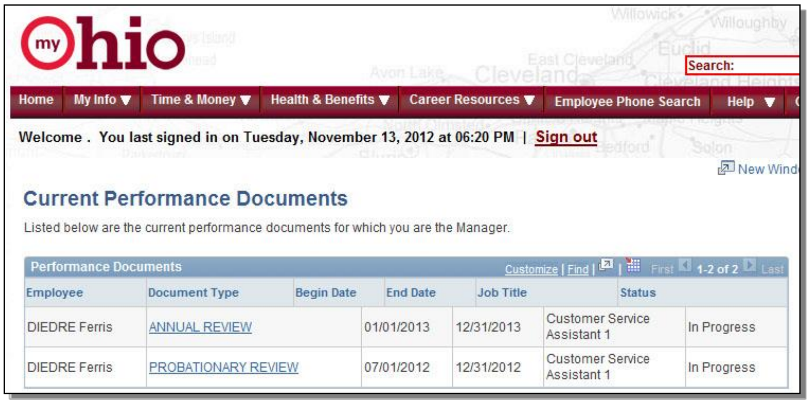
Fails to meet standards (e.g., employees with this rating fail to satisfactorily perform most aspects of the position, performance levels are below established requirements for the job, employee requires close guidance and direction in order to complete routine assignments).

To complete the **Manager Evaluation**, navigate to the **Current Documents** page.

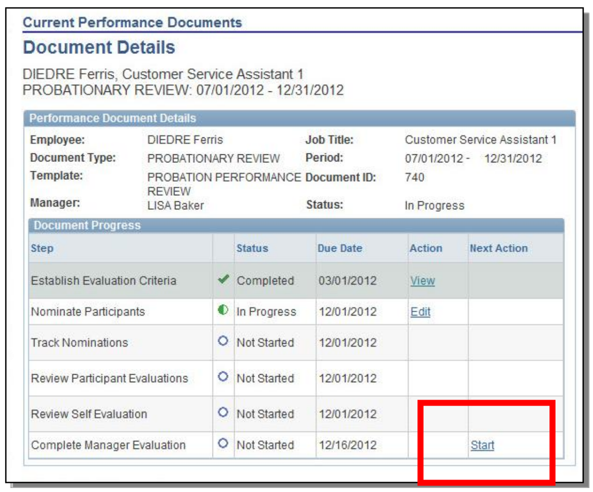
1. Select the **Career Resources** menu from the myOhio page.
2. Select the **ePerformance Performance Docs** link.
3. Select the **Current Documents** link.

The Current Performance Documents page will display a list of the current performance documents for which you are the Supervisor/Manager (Rater). Next you are going to rate the performance evaluation that you created for employee “Diedre”.

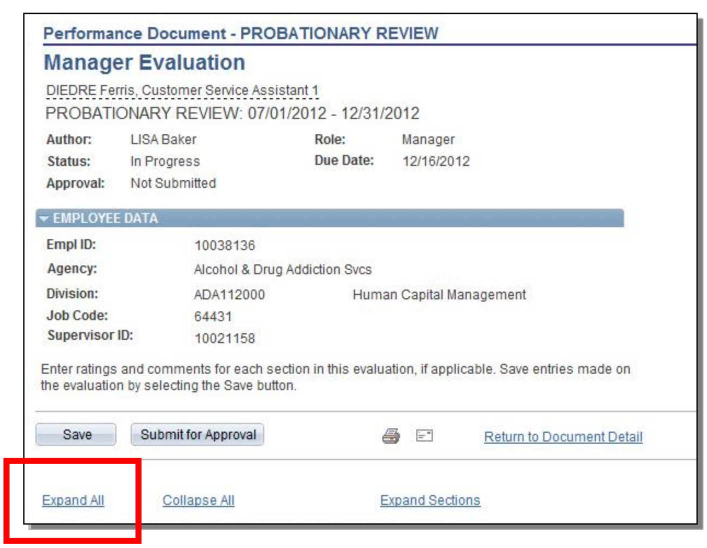
4. Select the **PROBATIONARY REVIEW** link next to “Diedre” for the Period 07/01/2012-12/31/2012.



5. Click the **Start** link next to the Complete Manager Evaluation step



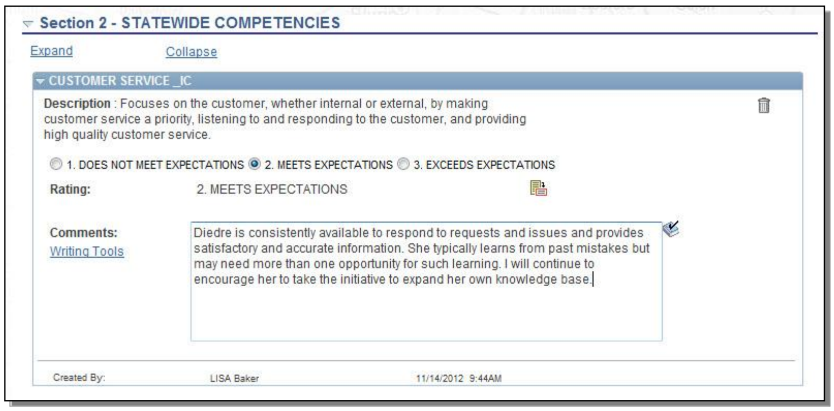
6. Click the **Expand All** link



7. **SECTION 2 – STATEWIDE COMPETENCIES**
   Scroll down to the Statewide Competencies section.

8. Select the applicable competency rating. In this example **Meets Expectations** is selected.

9. Enter the applicable comments in the **Comments** field.
   "Diedre is consistently available to respond to requests and issues and provides satisfactory and accurate information. She typically learns from past mistakes but may need more than one opportunity for such learning. I will continue to encourage her to take the initiative to expand her own knowledge base."



10. **SECTION 3 – AGENCY COMPETENCIES**
    Scroll down to the Agency Competencies section.

11. Select the applicable competency rating. In this example **Meets Expectations** is selected.

12. Enter the applicable comments in the **Comments** field.
    "Diedre is setting and achieving goals consist with her level of experience. Her attention to quality standards is adequate, and she typically meets her assigned deadlines. Diedre needs more time at the job to fully understand the complexity of the agency goals and objectives."

13. **SECTION 4 – CLASSIFICATION COMPETENCIES**
    Scroll down to the Classification Competencies section.

14. Select the applicable competency rating. In this example **Meets Expectations** is selected.

15. Enter the applicable comments in the **Comments** field.
    "Optional: Only applicable with agency authorization"

16. **SECTION 5 – COMPETENCY SUMMARY**
    Scroll down to the Competency Summary section.

17. Select the applicable competency rating. In this example **Meets Expectations** is selected.

18. Enter the applicable comments in the **Comments** field.
    "Diedre is currently meeting expectations relative to her competency development."

Note: Rating Model B – five (5) level rating.

19. **SECTION 6 – GOALS & PERFORMANCE EXPECTATION**
    Scroll down to the Goals & Performance Expectation section.

20. Select the applicable Goals & Performance Expectation rating.
    In this example **Meets Expectations** is selected.

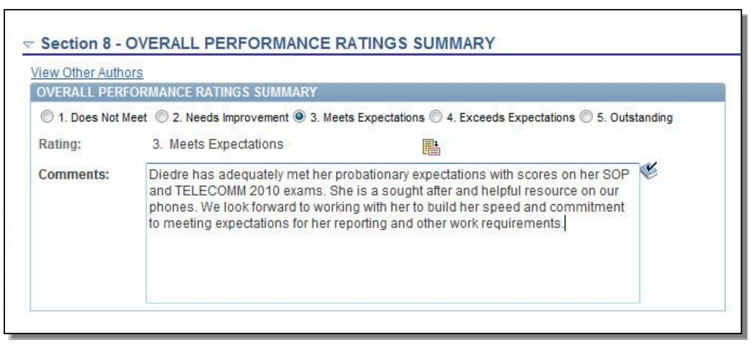
21. Enter the applicable comments in the **Comments** field.
    "Diedre scored an 82 on her comprehensive exam after 5 attempts."

22. Repeat steps 20 and 21 for each of the Goals & Performance Expectations listed.

23. **SECTION 8 – OVERALL PERFORMANCE RATINGS**
    Scroll down to the Overall Performance Ratings Summary section.

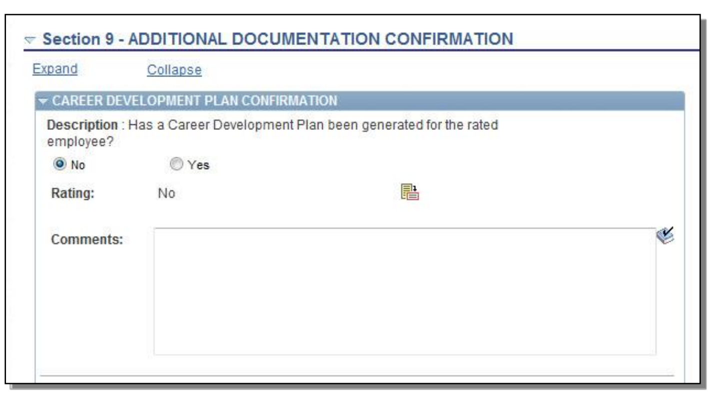
24. Select the applicable rating. In this example **Meets Expectations** is selected. **Note**: A Performance Improvement Plan (PIP) is required if the employee is rated <u>below</u> Meets Expectation.

25. Enter the applicable comments in the Comments field.



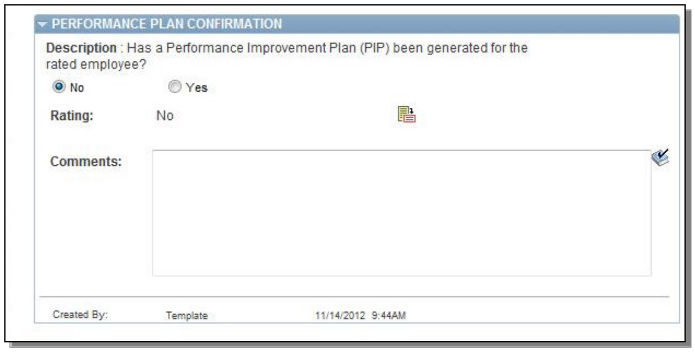
26. **SECTION 9 – ADDITIONAL DOCUMENTATION CONFIRMATION**
    Expand the **Career Development Plan Confirmation** section.

27. Select the **No** option



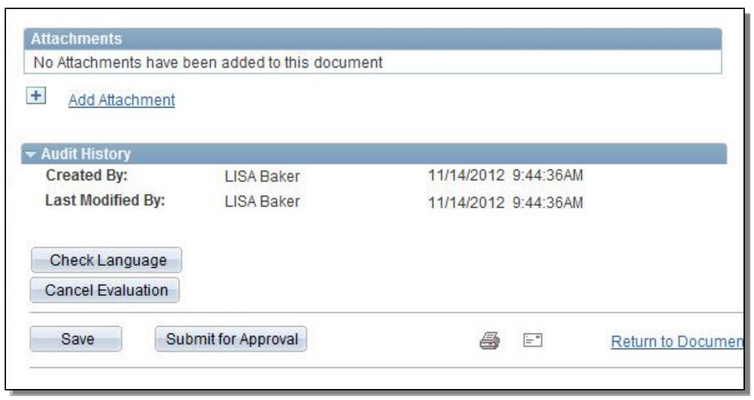
28. **SECTION 9 – ADDITIONAL DOCUMENTATION CONFIRMATION**

Expand the **Performance Plan Confirmation** section.

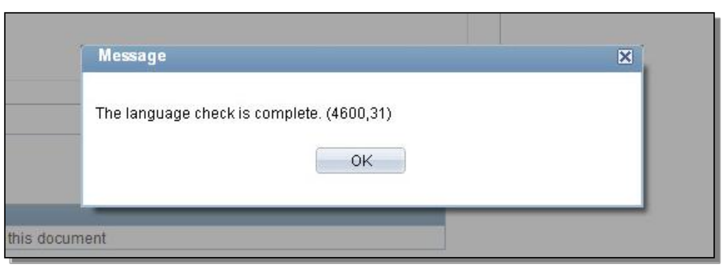


29. Select the **No** option.

30. Scroll down to the bottom of the page and click the **Check Language** button. This feature will check the language that was used in the comment sections of the Performance Evaluation to help ensure responses are acceptable.



When the language checker is complete the following message will appear:



31. Click the **OK** button.

32. Click the **Save** button.

33. Click the **Submit for Approval** button.

Performance Document - PROBATIONARY REVIEW

Manager Evaluation

DIEDRE Ferris, Customer Service Assistant 1
PROBATIONARY REVIEW: 07/01/2012 - 12/31/2012

Author:	LISA Baker	Role:	Manager
Status:	In Progress	Due Date:	12/16/2012
Approval:	Not Submitted		

EMPLOYEE DATA

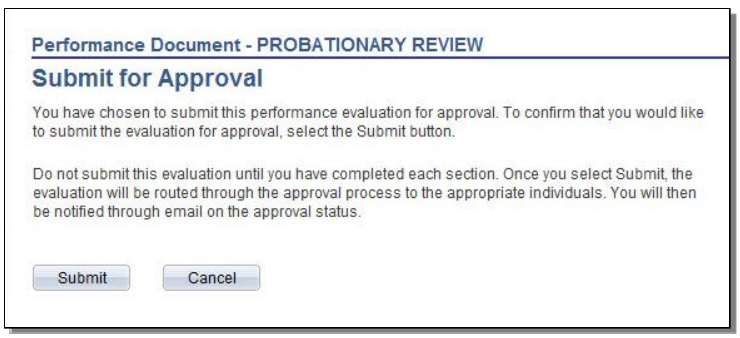
Empl ID:	10038136	
Agency:	Alcohol & Drug Addiction Svcs	
Division:	ADA112000	Human Capital Management
Job Code:	64431	
Supervisor ID:	10021158	

You have successfully saved your evaluation.

Enter ratings and comments for each section in this evaluation, if applicable. Save entries made the evaluation by selecting the Save button.

Save | Submit for Approval | Return to D

34. Click the **Submit for Approval** button again.



Performance Document - PROBATIONARY REVIEW

Submit for Approval

You have chosen to submit this performance evaluation for approval. To confirm that you would like to submit the evaluation for approval, select the Submit button.

Do not submit this evaluation until you have completed each section. Once you select Submit, the evaluation will be routed through the approval process to the appropriate individuals. You will then be notified through email on the approval status.

Submit | Cancel

The Supervisor/Manager's (Rater) evaluation has now been submitted for approval to the Reviewer. Notice how the Complete Manager Evaluation Status displays "In Progress".

Current Performance Documents

Document Details

DIEDRE Ferris, Customer Service Assistant 1
PROBATIONARY REVIEW: 07/01/2012 - 12/31/2012

You have successfully submitted your evaluation.

Performance Document Details

Employee:	DIEDRE Ferris	Job Title:	Customer Service Assistant 1
Document Type:	PROBATIONARY REVIEW	Period:	07/01/2012 - 12/31/2012
Template:	PROBATION PERFORMANCE REVIEW	Document ID:	740
Manager:	LISA Baker	Status:	In Progress

Document Progress

Step	Status	Due Date	Action
Establish Evaluation Criteria	Completed	03/01/2012	View
Nominate Participants	In Progress	12/01/2012	Edit
Track Nominations	Not Started	12/01/2012	
Review Participant Evaluations	Not Started	12/01/2012	
Review Self Evaluation	Not Started	12/01/2012	
Complete Manager Evaluation	In Progress	12/16/2012	Edit

Return to Select Documents

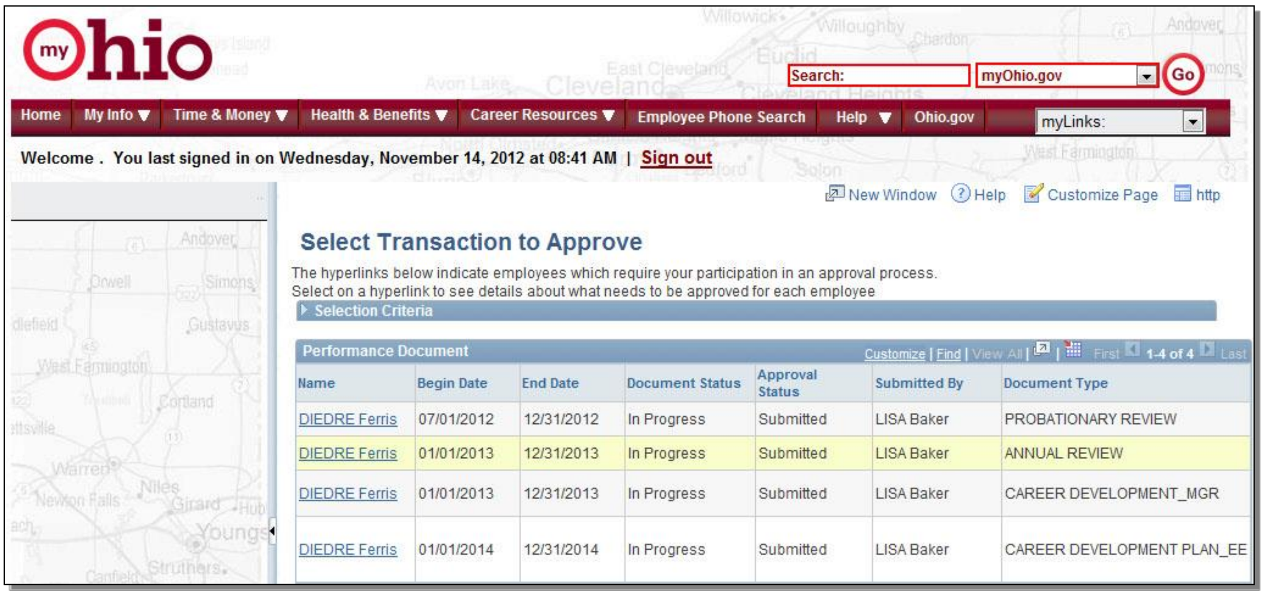
C. Track a Performance Document Through the Approval Process.

Once the Supervisor/Manager (Rater) submits the evaluation for approval, the 1st level reviewer is now able to access the performance evaluation. Begin by navigating to the “Transaction to Approve” page. The page will contain a list of employees which require participation by the reviewer in the approval process.

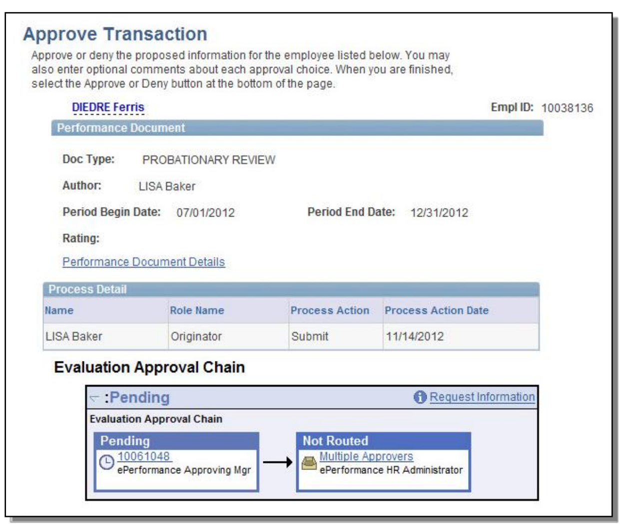
First Level Approval (Reviewer)

1. Select the **Career Resources** menu from myOhio.gov.

2. Select the **ePerformance Document Approval** link under the sub-heading **Manager Task**.



3. Select the **DIEDRE Ferris** link. The Approve Transaction page will open. Note: To view the Performance Evaluation details, click the Performance Document Details link.

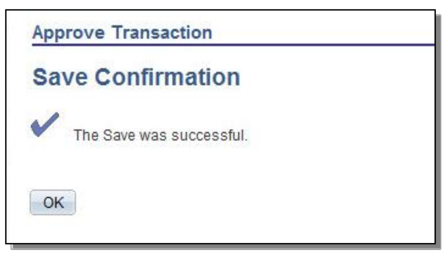


4. Scroll down to the bottom of the page and select the **Approve or Deny** button.
   Note: Selecting the approve button will route the performance evaluation to the next level of approval. Selecting the deny button will return the performance evaluation to the previous reviewer.

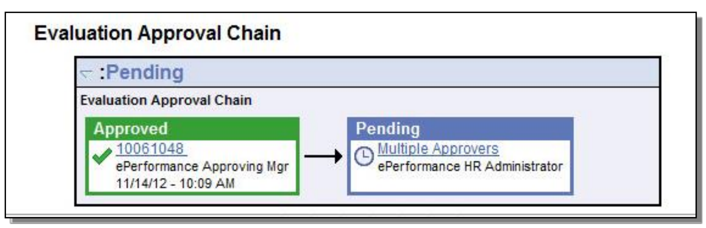
   Notice in the **Evaluation Approval Chain** the status displays **"Pending".**

NOTE: A manager may choose not to approve the performance evaluation. This is known as 'deny' in ePerformance. If a manager denies a PE use the Comments box on the page to explain why and what needs to be corrected before they will approve the PE. Denying a PE will send it back one (1) step in the

5. After clicking the Approve button a confirmation page will appear.



6. Click the **OK** button.



Notice in the **Evaluation Approval Chain** the status now displays **"Approved"** for the ePerformance Approving Manager (Reviewer) and the status for next level of required approval is **"Pending".**

Examples of email notifications:

Request requires approval

[redacted]@das.state.oh.us

To: S10124012@hcmupgrade.com; 10021935@hcmupgrade.com; 10021935@hcmupgrade.com; [redacted]S10124012@hcmupgrade.com; S10124012@hcmupgrade.com

Wednesday, December 05, 2012 3:44 PM

The following request has been submitted by LISA Baker. This request requires your approval before the performance document can be finalized. Submitted Request Employee Id: 10038136 Employee NAme: DIEDRE Ferris Transaction: Performance Document Please visit the following URL for detailed information about the request:
https://patr.oaks.ohio.gov/psp/patr/EMPLOYEE/HRMS/c/ROLE_MANAGER.EP_APPRAISAL_XFR.GBL?Page=EP_APPRAISAL_XFR&Action=U&EP_APPRAISAL_ID=765 This communication was sent via Oracle Workflow Technology. Please do not reply to this emal.

Reply Reply All Forward

Performance evaluation documents have been signed by rater and reviewer. Final approval is required.

noreply.oaks.H9TRDV@oaks.state.oh.us

To: S10124012@hcmupgrade.com; Toops, Lesley

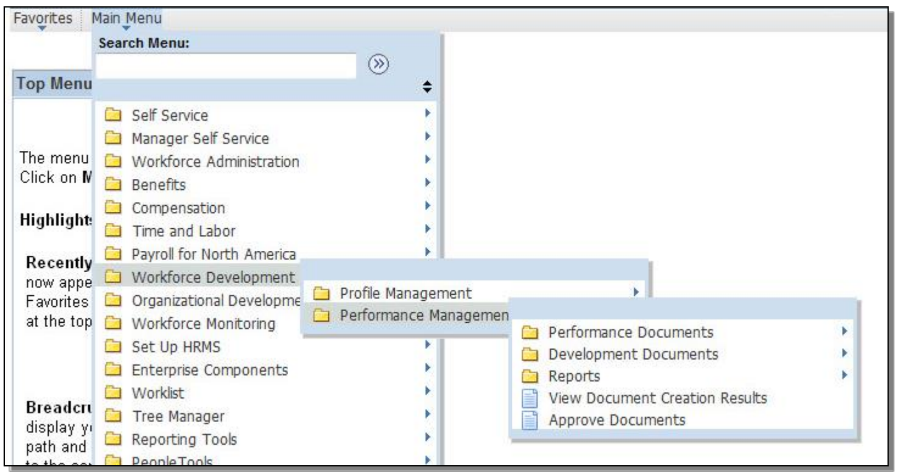
Wednesday, December 05, 2012 4:16 PM

This automatic notification is to alert you that DIEDRE Ferris (10038136) has formally acknowledged their recent review of the CAREER DEVELOPMENT_MGR document. Please forward the completed document to the HR Department by 2014-03-01. You may select this link to go directly to this CAREER DEVELOPMENT_MGR:
https://patr.oaks.ohio.gov/psp/patr/EMPLOYEE/HRMS/c/ROLE_EMPLOYEE.EP_NOTIFY.GBL?EP_APPRAISAL_ID=765&EP_REVIEWER_ID=10021158&EP_ROLE=M&EP_USER_ROLE=M&TRANS-ACKNOWLEDGE (Please do not respond to this automatic notification.)

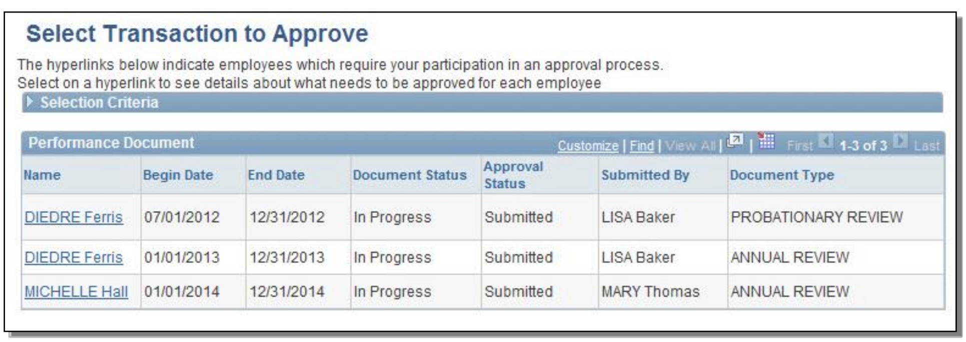
HR Administrator Approval (ePerformance System Administrator).

The HR ePerformance System Administrator will launch HCM application for approval purposes using the myOhio.gov portal. When the ePerformance System Administrator is ready to approve, they will approve the document under the **Workforce Development** menu. Additional steps and an addendum will be made available when the enhancement on this topic and that on Appointing Authority approval is complete.

1. Click the **Launch Application** link.
2. Click the **Main Menu** link.
3. Click the **Workforce Development** link.
4. Click the **Performance Management** link.
5. Click the **Approve Documents** link.



6. Click the **DIEDRE Ferris** link.



Select Transaction to Approve

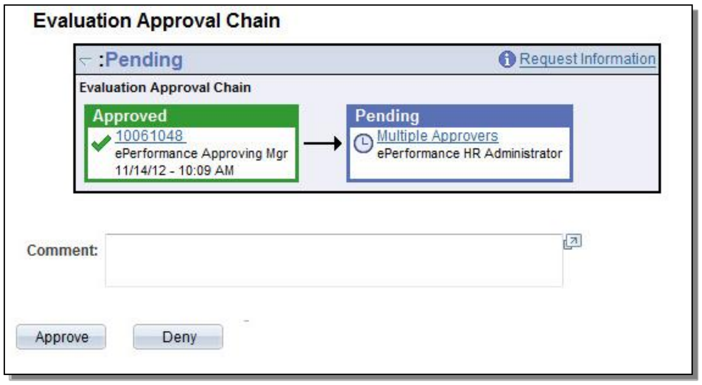
The hyperlinks below indicate employees which require your participation in an approval process.
Select on a hyperlink to see details about what needs to be approved for each employee

Selection Criteria

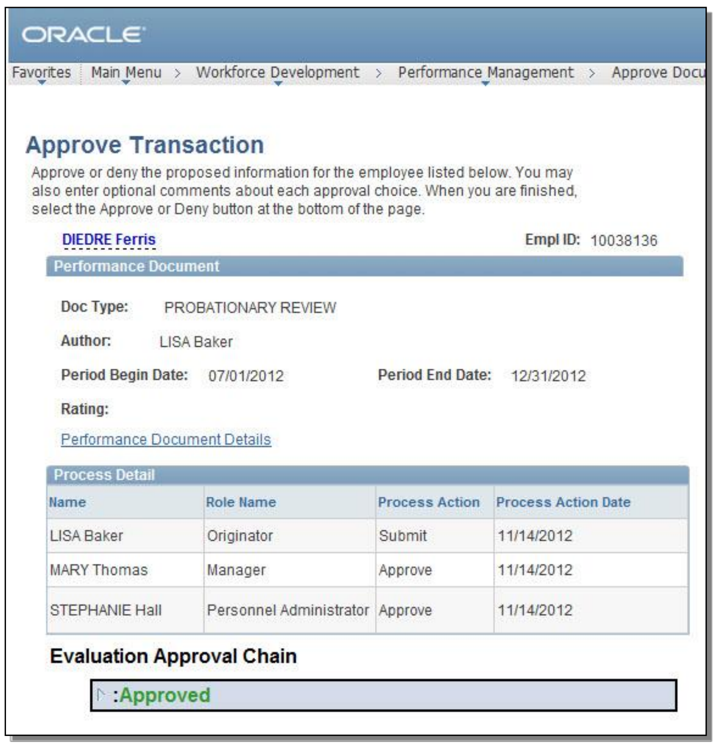
Performance Document — Customize | Find | View All | First 1-3 of 3 Last

Name	Begin Date	End Date	Document Status	Approval Status	Submitted By	Document Type
DIEDRE Ferris	07/01/2012	12/31/2012	In Progress	Submitted	LISA Baker	PROBATIONARY REVIEW
DIEDRE Ferris	01/01/2013	12/31/2013	In Progress	Submitted	LISA Baker	ANNUAL REVIEW
MICHELLE Hall	01/01/2014	12/31/2014	In Progress	Submitted	MARY Thomas	ANNUAL REVIEW

7. Scroll down to the bottom of the page and select the **Approve or Deny** button.



8. Click the **OK** button



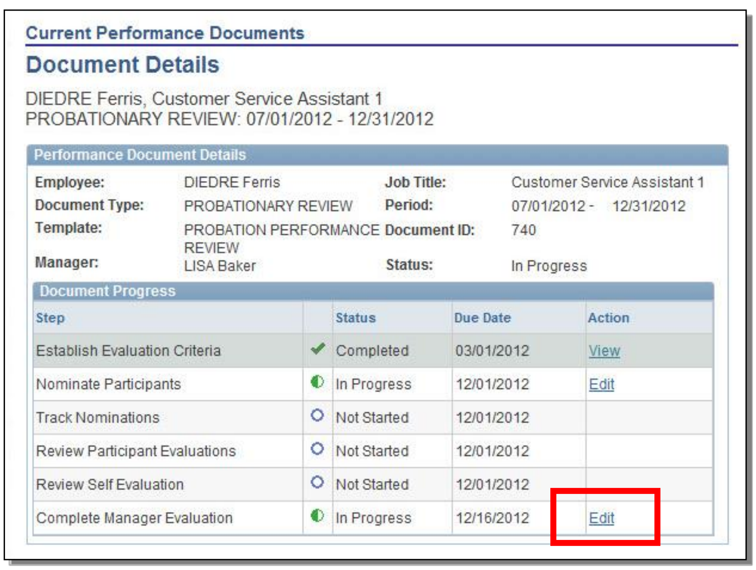
Notice in the **Evaluation Approval Chain** the status now displays **"Approved"** and there are no "Pending" approvals. The performance evaluation document is now ready for the Supervisor/Manager (Rater) to discuss with the employee.

D. Make a Performance Document Available for Review by the Employee

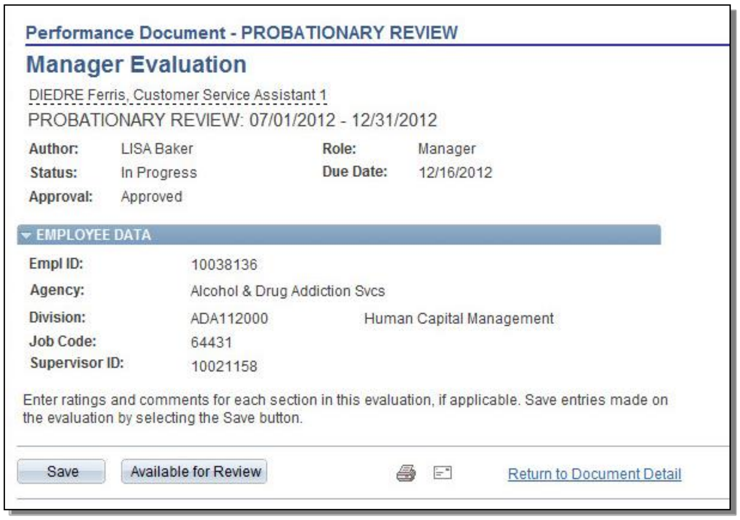
Now that all levels in the Approval process have approved the Supervisor/Manager (Rater) Evaluation, the Supervisor/Manager (Rater) can make the evaluation available for the employee to review. From the myOhio.gov portal:

1. Select the **Career Resources** menu.
2. Select the **ePerformance Performance Docs** link.
3. Select the **Current Documents** link.

4. Click the **PROBATIONARY REVIEW** link.

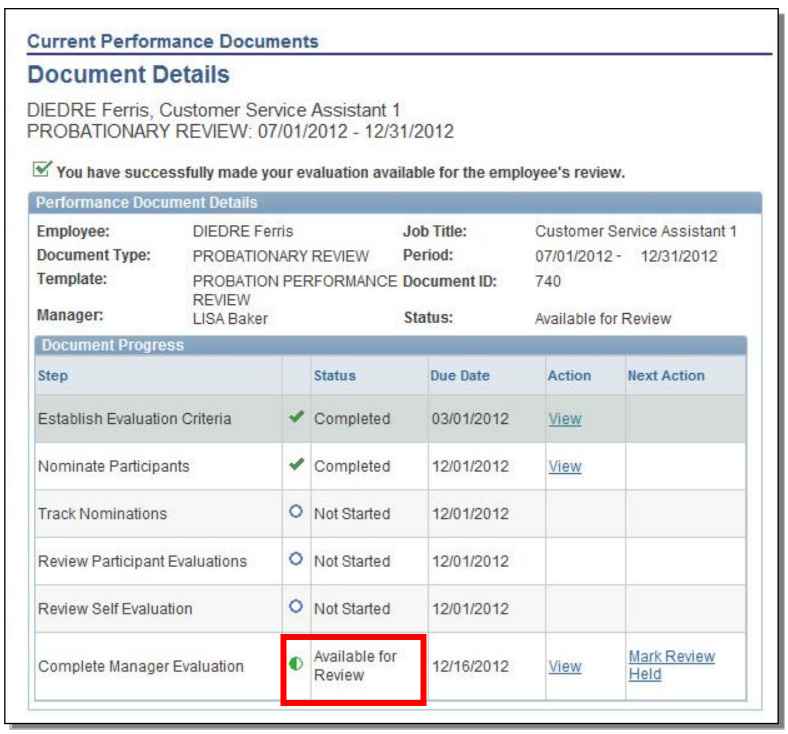


5. Click the **Edit** link.



6. Click the **Available for Review** button.

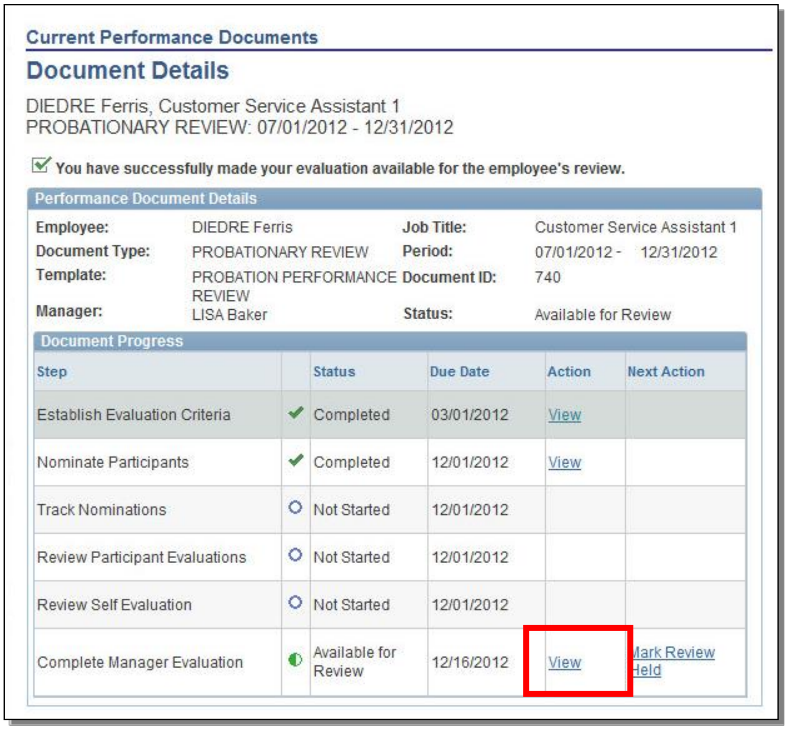
7. Click the **OK** button.



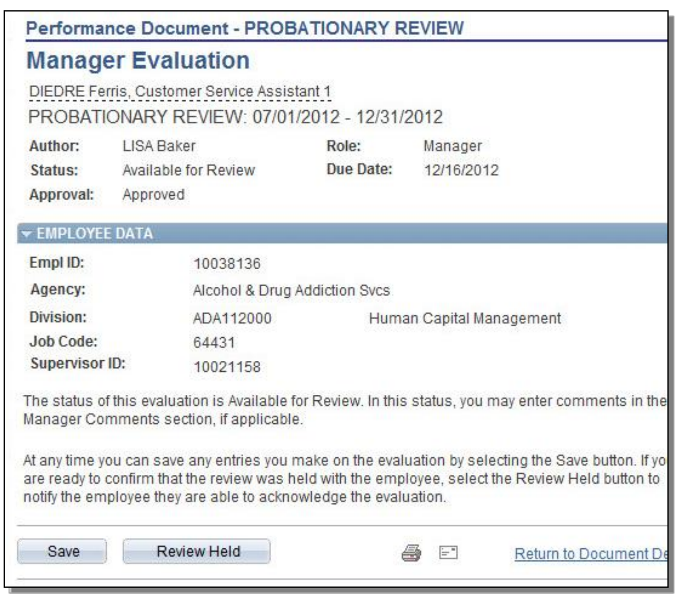
Notice that the status of the Manager's Evaluation now shows **Available for Review**. At this point in the process, the Supervisor/Manager (Rater) would schedule a face-to-face meeting with the employee to discuss the evaluation.

E. Mark a Performance Document as "Review Held".

Once the Supervisor/Manager (Rater) and the employee have met to discuss the review, the Supervisor/Manager (Rater) would then update the status of the Manager's Evaluation as **Review Held.** Navigate back to the **Document Details** page (Steps 1 -7 on the previous page).



1. Click the **Mark Review Held** link.



2. Click the **Review Held** button.

3. Click the **OK** button.


Current Performance Documents

Document Details

DIEDRE Ferris, Customer Service Assistant 1
PROBATIONARY REVIEW: 07/01/2012 - 12/31/2012

You have successfully marked the review held for your evaluation.

Performance Document Details

Employee:	DIEDRE Ferris	**Job Title:**	Customer Service Assistant 1
Document Type:	PROBATIONARY REVIEW	**Period:**	07/01/2012 - 12/31/2012
Template:	PROBATION PERFORMANCE REVIEW	**Document ID:**	740
Manager:	LISA Baker	**Status:**	Review Held

Document Progress

Step	Status	Due Date	Action	Next Action
Establish Evaluation Criteria	Completed	03/01/2012	View	
Nominate Participants	Completed	12/01/2012	View	
Track Nominations	Not Started	12/01/2012		
Review Participant Evaluations	Not Started	12/01/2012		
Review Self Evaluation	Not Started	12/01/2012		
Complete Manager Evaluation	Review Held	12/16/2012	View	Acknowledge

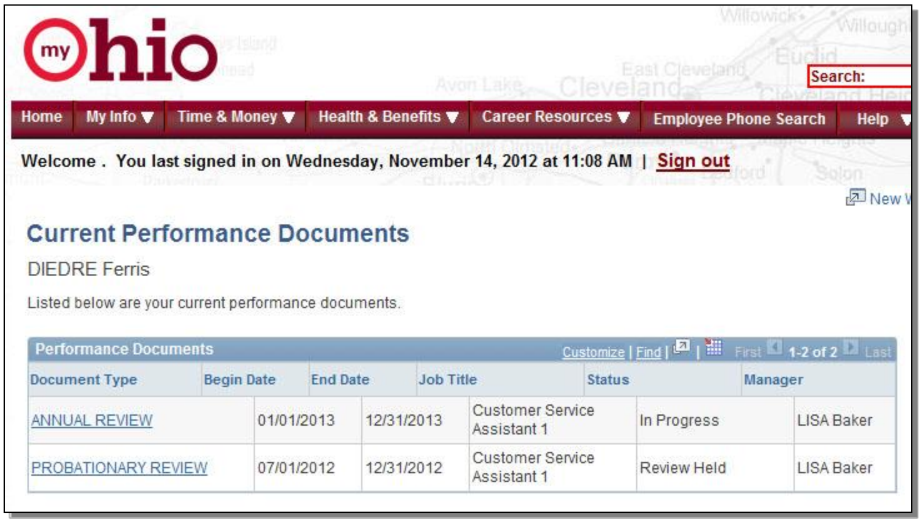
Notice that the status of the Manager's Evaluation reflects **Review Held**. The next step in the process is for the employee to acknowledge the performance document.

F. Employee Acknowledges the Performance Document

The employee will log into the ePerformance through the myOhio portal. This section demonstrates how an employee would acknowledge in the system that a review was held with their Supervisor/Manager (Rater).

After logging in navigate as follows:

1. Select the **Career Resources** menu.
2. Select the **My Performance Documents** link.
3. Select the **Current Documents** link.



4. Click the **PROBATIONARY REVIEW** link. Notice how the only documents available for Diedre to access are her own. Diedre's status for the Probationary Review is **"Review Held".**

5. Click the **View** link to review contents.

6. Click the **Acknowledge Review** link.

7. Click the **OK** button.

Notice that the status of the Manager's Evaluation now shows **"Acknowledged".** Once the employee has acknowledged the document, the Supervisor/Manager (Rater) can now close out the performance review process by updating the document status to **"Complete".**

<u>Note: Additional information will be made available when the enhancement on this lesson is complete.</u>

G. Supervisor/Manager (Rater) Completes the Performance Document

To complete the Performance Evaluation log in and navigate as follows:

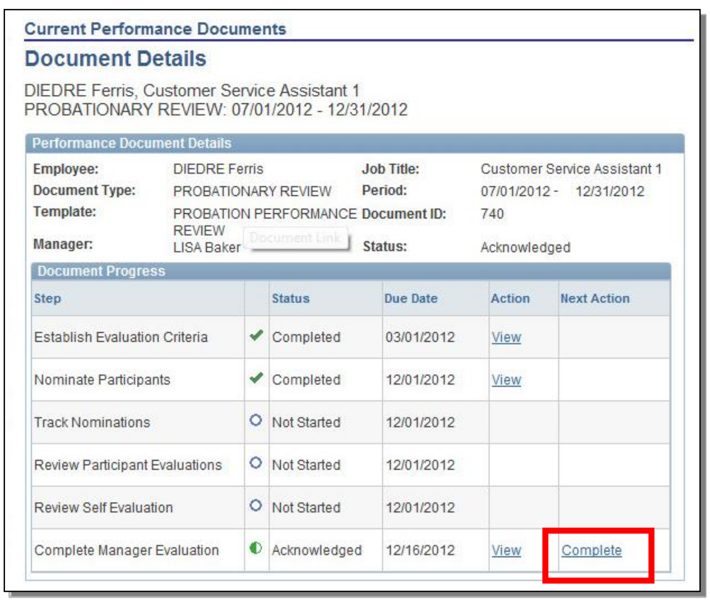
1. Select the **Career Resources** menu.

2. Select the **ePerformance Performance Docs** link.

3. Select the **Current Documents** link.

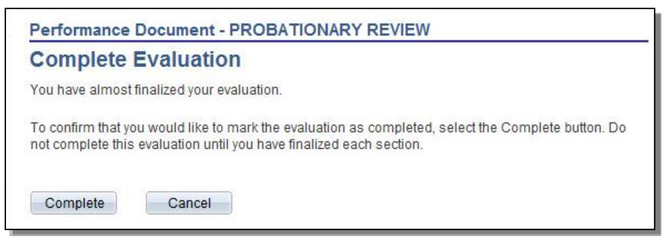
4. Click the **PROBATIONARY REVIEW** link.

5. Click the **Complete** link.



6. Click the **Complete** button.

7. Click the **Complete** button again.



8. Click the **OK** button.

Step		Status	Due Date	Action
Establish Evaluation Criteria	✔	Completed	08/01/2012	View
Nominate Participants	✔	Completed	12/01/2012	View
Track Nominations	○	Not Started	12/01/2012	
Review Participant Evaluations	○	Not Started	12/01/2012	
Review Self Evaluation	○	Not Started	12/01/2012	
Complete Manager Evaluation	✔	Completed	12/16/2012	View

Notice how the Performance Document status is now **"Completed".**

Chapter 3: Introduction to ePerformance Templates

Lesson 1: Understanding ePerformance Templates

There will be one standard process and performance evaluation form that all state agencies will follow in completing the performance evaluation process. There are three documents types for Performance Evaluations: Probationary, Annual, and Ad hoc.

Probationary - Use for all new hires and employees promoted into a new position, and may have a three, six, or twelve month review cycle.

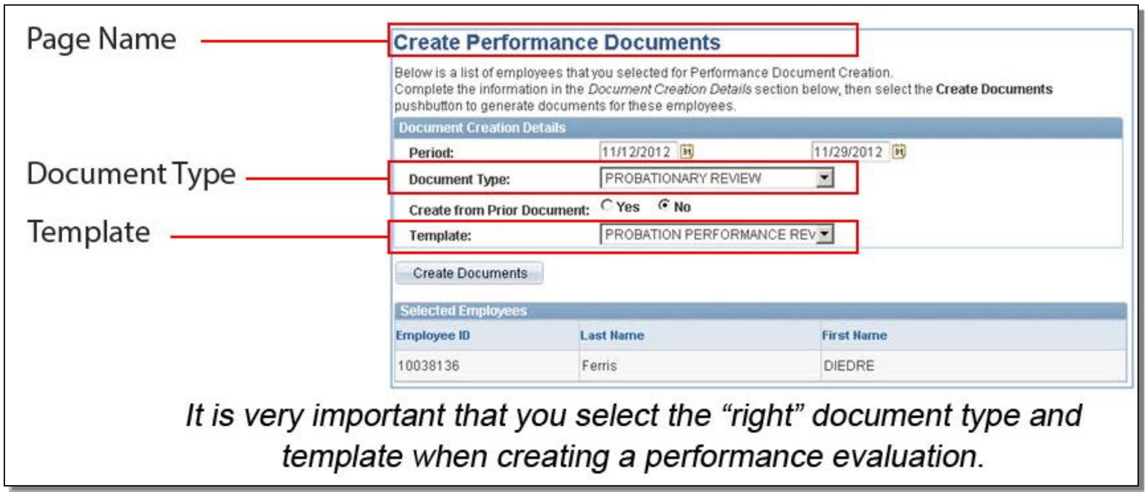
Annual - Used for Employee's Annual Review.
Exempt Employees - Annual review is based on a universal review cycle date selected by their Agency. An agency may have up to 2 annual review cycle dates.
Bargaining Unit Employees - Bargaining unit employees annual review cycles are established based on contractual language in respective union contracts.

Ad hoc - Used in circumstances such as: an extension of the probationary period. Ad hoc reviews are used when there is no defined cycle period.

Each document type has its own unique template. The table below cross references the document type with the associated document template.

Document Type	Template
Probationary Review	Probation Performance Review
Annual Review	Annual Performance Review
Ad hoc Review (Special)	Ad hoc Performance Review

Document Types and Templates are selected on the **Create Performance Document** page.



It is very important that you select the "right" <u>document type</u> and <u>template</u> when creating a performance evaluation.

LESSON 2: UNDERSTANDING THE COMPONENTS OF AN EPERFORMANCE TEMPLATE

The following is a list of the components contained on an ePerformance template. When creating a performance evaluation components identified as Required must be filled in.

A.	Demographic Header	(Auto Populated)
B.	Purpose of Organization and Position	(Required)
C.	Statewide Competency	(Required)
D.	Agency Competencies	(Optional)
E.	Classification Competencies	(Optional)
	(Competency Summary Rating)	(Required)
F.	Goals and Performance Expectations	(Required)
	(Goals and Performance Expectations Summary Rating	(Required)
G.	Overall Performance Rating	(Required)
H.	Confirmation of PIP	(if Needed)
I.	Confirmation of CDP	(Optional)
J.	Attach Documents	(Optional)

Next, we will discuss each component is in further detail

A. THE DEMOGRAPHIC HEADER CONTAINS THE FOLLOWING INFORMATION:

- Document Type
- Document Author
- Document Status
- Employee Name
- Employee ID
- Agency
- Division
- Division Description

- Job Code
- Supervisor ID
- Review Period: (From) & (To)
- Review Due Date

B. Purpose of Organization and Position

Each **Performance Template** will have a **"Purpose of Organization & Position"** section immediately after the Employee Demographic Header.

> Purpose of Organization - values should include Organizational Vision, Mission and Organizational Goals.
>
> Purpose of Position - values should be entered immediately after the "Purpose of Organization" values within the same section. The "Purpose of Position" should include a description of how the position aligns with the organization and how the contributions of this position tie to the organization's goals and objectives.

Supervisors/Managers (Rater) will be responsible for entering the values for Purpose of Organization & Position based on state and agency content needs. Supervisor/Manager (Rater) can enter as many values for Purpose of Organization and/or Purpose of Position as they choose.

C. Statewide Competency

It is important to note that Customer Focus will be the only populated Statewide Competency item and it must be rated. Competencies are designed to reflect the behaviors in how an employee completes their goals (i.e., the combination of using knowledge, skills and abilities); completed goals reflect the actual business outcomes achieved by the employee.

Definition: Customer Focus is required for use in all state of Ohio performance evaluations. The Customer Focus competency centers on the employee's interaction with the customer. It can be either an internal or external customer. It must be demonstrated that the employee understands the need(s) of the customer. The demonstration should include the employee's level of knowledge, the tone and the timeliness of the employee's responses. The employee should know when to seek assistance to ensure the customer has an overall positive experience. Finally, the evaluation should include examples that the employee evaluates his/her practices based on customer feedback.

D. Agency Competencies

Agency Specific Competencies are optional.

In conjunction with the implementation of ePerformance a competency catalog will be pre-loaded and made available to agencies by DAS HRD Office of Talent Management, ePerformance. There will be one (1) Statewide competency assigned to all positions, however, at go-live agencies will have a choice to adopt agency and/or classification level competencies. The Supervisor/Manager (Rater) may select competencies from the Competency Catalog as needed.

E. Classification Competencies

Classification Specific Competencies are optional.

In conjunction with the implementation of ePerformance a competency catalog will be pre-loaded and made available to agencies by DAS HRD Office of Talent Management, ePerformance. There will be one (1) Statewide competency assigned to all positions, however, at go-live agencies will have a choice to adopt agency and/or classification level competencies. The Supervisor/Manager (Rater) may select competencies from the Competency Catalog as needed.

F. Goals and Performance Expectations

Goals and Objectives are connected to an agency, division or institution's strategic planning where an individual performer aligns their work outcomes and creates independent/supervisor approved work plans that details action steps necessary to accomplish position level goals. Goals and objectives are an option for most team leaders, supervisors, managers and/or administrators with responsibility for directing people and/or programs.

Performance Expectations are performance standards that are based on the position, not the individual, that emphasize observable, specific indicators for success on the job. Performance expectations are regular and routine job duties with fixed expectations for quantity, quality, timeliness and outcomes.

G. Overall Performance Rating

Each Performance Template has an **Overall Performance Ratings** Section. This section uses Rating Model B (5-Levels).

5 - Outstanding
4 - Exceeds Expectations
3 - Meets Expectations
2 - Needs Improvement
1 - Does Not Meet Expectations

Note: a PIP is required when an employee receives below (3) Meets Expectations.

H. Confirmation of PIP

This section allows the user to confirm whether or not a Performance Improvement Plan document has been created for the employee. A "Yes/No" rating model is provided. If applicable, an existing Performance Improvement Plan is tied to the relevant Performance Document in the Confirmation of Performance Improvement Plan section.

I. Confirmation of CDP

This section allows the user to confirm whether or not a Career Development Plan document has been created for the employee. A "Yes/No" rating model is provided. If applicable, an existing Career Development Plan is tied to the relevant Performance Document in the Confirmation of Career Development Plan section.

J. Attach Documents

Supervisors/Managers (Rater) have the ability to attach documents to the performance evaluation until such time the Supervisor/Manager (Rater) makes the evaluation "Available for Review".

CHAPTER 4: INTRODUCTION TO ESTABLISHING DOCUMENT CRITERIA

One nice new feature available with the introduction of the new electronic performance documents is that Supervisors/Managers (Rater) will now be able to create performance documents for either individual employees or all of their direct reports at one time.

To create a performance document:

A. Begin by navigating to the Create Documents page.
B. Identify the employee(s) that you want to create a performance document for.
C. Select the type of performance document that you want to create.
D. Select the document template that you want to use to create the document.

After you have created the performance document(s), you can view the results on the **Current Documents** page where all of the current documents created will be displayed in a list and ready to process.

LESSON 1: CREATE A PERFORMANCE DOCUMENT(S)

Use the **Create Performance Documents** page to identify who you are creating performance documents for, as well as, to enter the specific parameters to define the data that should be included in the performance document.

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Create Documents** menu.
4	Double-click in the **Effective Date** field to enter the **Effective Date**.
5	Click the **Continue** button.
6	Select the checkbox for **employee** or **employees.**
7	Click the **Continue** button.
8	Click in the **Period Begin Date** field to enter the **Period Begin Date**.
9	Double-click in the **Effective Date** field to enter the **Effective Date**.
	The dates entered in the **Period Begin Date** and **Period End Date** fields define the period of time that these documents will cover.
10	Click the **Document Type** drop-down list and select **ANNUAL REVIEW.**
	Use the **Document Type** field to select a document type, such as Probationary Review, Annual Review, Ad-Hoc Review, etc.
11	Click the **Template** drop-down list and select **ANNUAL PERFORMANCE REVIEW.**
12	Click the **Create Documents** button.

Lesson 2: Entering the Purpose of Organization Section

The Purpose of Organization is the first thing you enter on the performance template when setting up your employee's performance criteria. In this section you will identify the mission and the vision of the agency that the employee being evaluated reports to.

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
5	Click the **Start** link next to the Establish Evaluation Criteria step.
6	Click the **PURPOSE OF ORGANIZATION & POSITION** link.
	Note: If you do not know the specific information for this section, refer to your agency HR Department.
7	Click in the **Title** field and enter the applicable title information.
8	Click in the **Description** field and enter the applicable description information.
9	Click the **Update** button.
	Note: To add another Purpose of Organization & Position, click the **PURPOSE OF ORGANIZATION & POSITION** link.
10	Click in the **Title** field and enter the applicable title information.
11	Click in the **Description** field and enter the applicable description information.
12	Click the **Update** button.
	Continue steps 12 – 16 as many times as needed.

Lesson 3: Entering the Purpose of Position section

The Purpose of Position field is where the purpose of the position that the employee being evaluated currently fills is identified.

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
5	Click the **Edit** link next to the Establish Evaluation Criteria step.
6	Click the **PURPOSE OF ORGANIZATION & POSITION** link.
	Note: If you do not know the specific information for this section, refer to your agency HR Department.
7	Click in the **Title** field and enter the title information.
8	Click in the **Description** field and enter the description information.
9	Click the **Update** button.
10	Click the **Save** button.

Lesson 4: Selecting the Statewide Competencies

Statewide Competencies are selected from a pre-defined catalog.

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
5	Click the **Edit** link next to the Establish Evaluation Criteria step.
6	Click the **Add STATEWIDE COMPETENCIES** link.
	Note: Statewide Competencies are determined by DAS in conjunction with other.
7	Click the **Search** button.
8	Check the box next to the Statewide Competency.
9	Click the **Save** button.
10	Click the **Save** button at the top or bottom of the page.

Lesson 5: Selecting the Agency-Specific Competencies

Agency Competencies are selected from a pre-defined catalog. They are optional and not required as determined by the agency.

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
5	Click the **Edit** link next to the Establish Evaluation Criteria step.
6	Click the **Add AGENCY COMPETENCIES** link.
	Note: If you do not know the specific information for this section, refer to your agency HR Department.
7	Click the **Search** button.
8	Check the ‘box’ next to the applicable Agency-Specific Competency from the list.
9	Click the **Save** button.
10	Click the **Save** button at the top or bottom of the page.

Lesson 6: Selecting the Classification-Specific Competencies

Classification Competencies are selected from a pre-defined catalog. They are optional and not required as determined by the agency.

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.

Steps	Task
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
5	Click the **Edit** link next to the Establish Evaluation Criteria step.
	Note: you may need to scroll down the performance criteria page to Section 4.
6	Click the **Add CLASSIFICATION COMPETENCIES** link.
	Note: If you do not know the specific information for this section, refer to your agency HR Department.
7	Click the **Search** button.
8	Check the box(es) next to the applicable Classification Competencies from the list.
9	Click the **Save** button.
10	Click the **Save** button at the top or bottom of the page.

Lesson 7: Entering Goals and Performance Expectations

In the Goals & Performance Expectations section, enter the goals and performance expectations for the specific employee being evaluated.

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
5	Click the **Edit** link next to the Establish Evaluation Criteria step.
6	Click the **Add GOALS & PERFORMANCE EXPECTATIONS** link.
7	Click in the **Title** field and enter the applicable= title information.
8	Click in the **Description** field and enter the applicable= description information.
9	Click the **Update** button.
10	Click the **Save** button at the top or bottom of the page.
	Note: To add another performance expectation, click the **Add Goals & Performance Expectation** link and repeat steps 6 – 10 until you have entered all the performance expectations for the employee.

Lesson 8: Complete the Task for Establishing the Document Criteria

Once the Supervisor/Manager (Rater) has entered all the criteria for which the employee will be evaluated against they will need to complete the Established Criteria step. After the Supervisor/Manager (Rater) clicks the complete button the employee will <u>no longer be able to view the document</u> until it has been through the approval process and the Supervisor/Manager (Rater) has updated the status to "Available for Review".

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.

Steps	Task
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
5	Click the **Complete** link next to the Establish Evaluation Criteria step.
6	Click the **Complete** button on the Performance Document page.
7	Click the **Complete** button to confirm.

SETTING UP DOCUMENT CRITERIA (EXERCISE)

Exercises are designed for participants to practice what they have learned. Exercises are available online in the training class and launched using ELM.

CHAPTER 5: INTRODUCTION TO THE PERFORMANCE REVIEW PROCESS

At the end of the performance evaluation period, the employee's Supervisor/Manager (Rater) will rate how well the competencies, and goals & performance expectations were met. The Supervisor/Manager (Rater) will assign a rating to all the document criteria that were previously entered at the beginning of the performance evaluation process.

LESSON 1: EVALUATING THE STATEWIDE COMPETENCIES

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
	Note: Select the annual review link for the applicable employee. The link will appear different for other document types, such as: Probationary and Ad hoc.
5	Click the **Start** link next to the Complete Manager Evaluation step.
6	Scroll down to the STATEWIDE COMPETENCIES section and click the **Expand** link.
7	Select the applicable rating: 1. Does Not Meet Expectations, 2. Meets Expectations, or 3. Exceeds Expectations. For further clarification on rating descriptions, click the rating icon.
8	Click in the **Comments** field and enter the applicable comments. Writing Tools You can also use the results writer with the development tips tool by clicking the Writing Tools link. Be sure to use the spell checker when finished. Click the spell check icon to begin.
9	Scroll to the top or bottom of the page and click the **Save** button.

Lesson 2: Evaluating Agency-Specific Competencies

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
	Note: Select the annual review link for the applicable employee. The link will appear different for other document types, such as: Probationary and Ad hoc.
5	Click the **Edit** link next to the Complete Manager Evaluation step.
6	Scroll down to the AGENCY COMPETENCIES section and click the **Expand** link.
7	Select the applicable rating: 1. Does Not Meet Expectations, 2. Meets Expectations, or 3. Exceeds Expectations. For further clarification on rating descriptions, click the rating icon.
8	Click in the **Comments** field and enter the applicable comments. Writing Tools You can also use the results writer with the development tips tool by clicking the Writing Tools link. Be sure to use the spell checker when finished. Click the spell check icon to begin.
9	Scroll to the top or bottom of the page and click the **Save** button.
10	Repeat steps 7 – 9 for each evaluation criteria in the section.

Lesson 3a: Evaluating Classification-Specific Competencies

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
	Note: Select the annual review link for the applicable document / employee. The link will appear different for other document types, such as: Probationary and Ad hoc.
5	Click the **Edit** link next to the Complete Manager Evaluation step.
6	Scroll down to the CLASSIFICATION COMPETENCIES section and click the **Expand** link.
7	Select the applicable rating: 1. Does Not Meet Expectations, 2. Meets Expectations, or 3. Exceeds Expectations. For further clarification on rating descriptions, click the rating icon.
8	Click in the **Comments** field and enter the applicable comments. Writing Tools You can also use the results writer with the development tips tool by

Steps	Task
	clicking the Writing Tools link. Be sure to use the spell checker when finished. Click the spell check icon to begin.
9	Repeat steps 7 – 8 for each evaluation criteria in the section.

Lesson 3b: Section 5 - Competency Summary

After completing Step 9 above, continue with Step 10 below.

10	Scroll down to the COMPETENCY SUMMARY section and click the **Expand** link.
11	Select the applicable rating: 1. Does Not Meet, 2. Needs Improvement, 3. Meets Expectations, 4. Exceeds Expectations, or 5. Outstanding. For further clarification on rating descriptions, click the rating icon.
12	Click in the **Comments** field and enter the applicable comments. Be sure to use the spell checker when finished. Click the spell check icon to begin.
13	Scroll to the bottom of the page and click the **Save** button.

Lesson 4a: Evaluating Goals and Performance Expectations

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
	Note: Select the annual review link for the applicable employee. The link will appear different for other document types, such as: Probationary and Ad hoc.
5	Click the **Edit** link next to the Complete Manager Evaluation step.
6	Scroll down to the GOALS & PERFORMANCE EXPECTATIONS section and click the **Expand** link.
7	Select the applicable rating: 1. Does Not Meet Expectations, 2. Meets Expectations, or 3. Exceeds Expectations. For further clarification on rating descriptions, click the rating icon.
8	Click in the **Comments** field and enter the applicable comments. Be sure to use the spell checker when finished. Click the spell check icon to begin.
9	Scroll to the top or bottom of the page and click the **Save** button.
10	Repeat steps 7 – 9 for each evaluation criteria in the section.

Lesson 4b: Goals and Performance Expectations Summary

After completing Step 10 above, continue with Step 11 below.

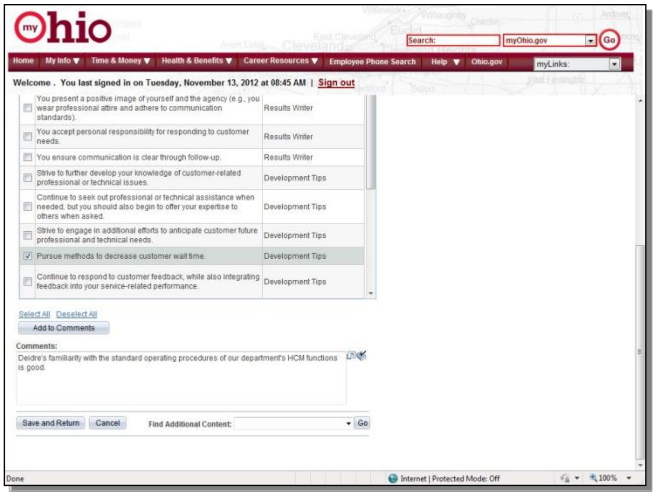
Steps	Task
11	Scroll down to the GOALS & PERFORMANCE EXPECTATIONS SUMMARY section and click the **Expand** link.
12	Select the applicable rating: 1. Does Not Meet, 2. Needs Improvement, 3. Meets Expectations, 4. Exceeds Expectations, or 5. Outstanding. For further clarification on rating descriptions, click the rating icon.
13	Click in the **Comments** field and enter the applicable comments. Be sure to use the spell checker when finished. Click the spell check icon to begin.
14	Scroll to the top or bottom of the page and click the **Save** button.

Lesson 5: Selecting Development Tips From a Predefined List

Development Tips are predefined statements that suggest how employees can improve proficiency.

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
	Note: Select the annual review link for the applicable employee. The link will appear different for other document types, such as: Probationary and Ad hoc.
5	Click the **Edit** link next to the Complete Manager Evaluation step.
6	Scroll down to the STATEWIDE COMPETENCIES section and click the **Expand** link.
7	Click the **Writing Tools** link.

8	Select the applicable proficiency statement from the list by clicking in the **check box**



9	Click the **Add to Comments** button.
10	Click the **Save and Return** button.
11	Click the **Save** button at the top or bottom of the page.

Lesson 6: Using the Result Writer

Evaluators use the Results Writer tool to select predefined statements that describe an employee's level of proficiency in a particular competency.

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
	Note: Select the annual review link for the applicable employee. The link will appear different for other document types, such as: Probationary and Ad hoc.
5	Click the **Edit** link next to the Complete Manager Evaluation step.
6	Scroll down to the STATEWIDE COMPETENCIES section and click the **Expand** link.
7	Click the **Writing Tools** link.
8	Select the applicable Result Writer statement from the list by clicking in the **check box**
9	Click the **Add to Comments** button.
10	Click the **Save and Return** button.
11	Click the **Save** button at the top or bottom of the page.

Lesson 7: Evaluating Overall Performance Document

In the Evaluate Overall Performance section, you will enter a rating for the overall performance evaluation.

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Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
	Note: Select the annual review link for the applicable employee. The link will appear different for other document types, such as: Probationary and Ad hoc.
5	Click the **Edit** link next to the Complete Manager Evaluation step.
6	Scroll down to the OVERALL PERFORMANCE RATING SUMMARY section and click the **Expand** link.
7	Select the applicable rating: 1. Does Not Meet, 2. Needs Improvement, 3. Meets Expectations, 4. Exceeds Expectations, or 5. Outstanding. For further clarification on rating descriptions, click the rating icon.
8	Click in the **Comments** field and enter the applicable comments. Be sure to use the spell checker when finished. Click the spell check icon to begin.
	Note: Selecting a rating below meets expectations will require a performance improvement plan (PIP). A reminder message will appear on the screen.
9	Scroll to 'Section 11 – MANAGER RATER COMMENTS Section' to enter manager comments in the box.
10	Scroll to the top or bottom of the page and click the **Save** button.

Create a Performance Document and Evaluate the Competencies and Performance Expectations (Exercise)

Exercises are designed for participants to practice what they have learned. Exercises are available online in the training class and launched using ELM.

Lesson 8: Saving Document Attachments to a Performance Review

In the Additional Documentation Confirmation section, you can tie an existing Career Development Plan or Performance Improvement Plan to the employee's performance document. Additionally, you can add external attachments to the performance document.

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.

Steps	Task
	Note: Select the annual review link for the applicable employee. The link will appear different for other document types, such as: Probationary and Ad hoc.
5	Click the **Edit** link next to the Complete Manager Evaluation step.
6	Scroll down to 'Section 9 - ADDITIONAL DOCUMENTATION CONFIRMATION' and click the **Expand** link.
	Note: The system will ask you if a Career Development plan has been created.
7	Click **Yes or No** depending on your response from preceding note.
8	Scroll down to the 'Section 14 - PERFORMANCE PLAN CONFIRMATION' and click the **Expand** link.
	Note: The system will ask you if a PIP has been created.
9	Click **Yes or No** depending on your response from preceding note.
10	Enter comments in the **Comments** box.
11	Click the **Add Attachment** link below Section 14.
12	Click the **Browse** button to locate the attachment.
13	Select the file to be attached.
14	Click the **Open** button.
15	Click the **Upload** button.
16	Select the drop down arrow for Attachment Audience.
17	Select the EE and Mgr option. Note: Attachments should always be viewable to managers and employees.
18	Click the **Save** button at the top or bottom of the page.
19	Repeat steps 11 through 18 as needed.

Lesson 9: Using the Language Checker

Using the Language Checker tool, you can do a quick search on a performance evaluation for any word or phrase that the State of Ohio deems unprofessional on a performance document. The Language Checker is only available to Supervisor/Manager (Rater).

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
	Note: Select the annual review link for the applicable employee. The link will appear different for other document types, such as: Probationary and Ad hoc.
5	Click the **Edit** link next to the Complete Manager Evaluation step.
6	Scroll down to the bottom of the page.
7	Click the **Check Language** button.
8	Suggestions will automatically appear in the **"Found"** in box.

Steps	Task
9	Select **Change**.
10	Remove or Edit unprofessional language.
11	Click **Apply**.
12	Click the **OK** button.
13	Click the **Save** button at the top or bottom of page.
	Note: The system will provide alternative suggestions should an undesirable word or phrase to be identified.

Lesson 10: Submitting Performance Documents for Approval

Once the performance review is complete, the Supervisor/Manager (Rater) must submit the performance evaluation for approval.

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
	Note: Select the annual review link for the applicable employee. The link will appear different for other document types, such as: Probationary and Ad hoc.
5	Click the **Submit** link next to the Complete Manager Evaluation step.
6	Click the **Submit for Approval** button.
7	Click the **Submit** button.
	Note: Attachments can still be added once the document has been submitted for approval.

Lesson 11: Understanding the Approval Workflow

Once the performance review has been submitted, a notification is sent to the manager one level up (also known as the Reviewer) to approve the performance document. Refer to *"Chapter 2-C Track a Performance Document through the Approval Process"* for detailed screen shots.

Steps	Task (One Level Up Manager)
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Document Approval** link.
3	Select the applicable employee from the list: review begin and end date document type.
4	Review the document by selecting the **Performance Document Detail** link.
5	Manager / Review can insert comments in 'Section 12 – MANAGER REVIEWER COMMENT section.
6	Scroll to the bottom of the page and select **Return to Performance Document Approval** link.
	Note: the comments box on this page is used to communicate between members of the approval chain with reason for approving or denying the document.
7	Select the **Approve** or **Deny** button.
	Note: When a Supervisor/Manager's (Rater) evaluation is denied, the evaluation goes

Steps	Task (One Level Up Manager)
	back to the Supervisor/Manager (Rater) to review and resubmit. The approval status will display as **Denied**. Comments should be entered in the comments box when an evaluation has been denied.
8	Click the **OK** button.

Lesson 12: Tracking Document Approval Status

At any point during the approval process, the Supervisor/Manager (Rater) has the option to navigate to the ePerformance Approval Status page to check the status of a performance document as it progresses through the performance review process. In this topic, you will learn how to navigate to the ePerformance Approval Status page to check the status of a performance document

Steps	Task Supervisor/Manager (Rater)
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Approval Status** link.
3	Select the applicable employee from the list.
4	Review the Process Details table and/or expand the evaluation approval chain.

Lesson 13: Viewing Current Documents

At any point, the Supervisor/Manager (Rater) has the option to navigate to the Current Documents page to view all of the active performance documents that they need to address for their direct reports. In this topic, you will learn how to navigate to the Current Documents page both for Performance Documents and Development Documents.

Steps	Task-Viewing Performance Documents (Probationary, Annual, and Ad hoc as the Supervisor/Manager (Rater)
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
	Note: Select the annual review link for the applicable employee. The link will appear different for other document types, such as: Probationary and Ad hoc.
5	To view the existing performance document, click on the **View** link next to the Established Evaluation Criteria step.

Steps	Task-Viewing Development Documents (CDP and PIP as the Supervisor/Manager (Rater))
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Development Docs** link.
3	Select the **Current Documents** menu.
4	To view any of the existing development documents, click on the **Document Type** for the applicable document that you want to view.
5	Click on **View** link next to the Establish Evaluation Criteria.

Steps	Task-Viewing Performance Documents (Probationary, Annual, and Ad hoc as the ePerformance System Administrator)
1	Click on **Launch Application** from myOhio.
2	Click the **Main Menu** link.
3	Click the **Workforce Development** link.
4	Click the **Performance Management** link.
5	Click the **Performance Documents** link.
6	Click the **View Documents** link.
7	Click in the Employee **First Name** enter the employee First Name.
8	Click in the **Last Name** field and enter the employee's Last Name.
9	Click the **Search** button.
10	To view any of the existing performance documents, click on the **Document Type** for the applicable document that you want to view.
11	Click the **View** link next to either the Establish Evaluation Criteria or Review Manager Evaluation document.

Steps	Task-Viewing Development Documents (CDP and PIP as the ePerformance System Administrator)
1	Click on **Launch Application** from myOhio.
2	Click the **Main Menu** link.
3	Click the **Workforce Development** link.
4	Click the **Performance Management** link.
5	Click the **Development Documents** link.
6	Click the **View Documents** link.
7	Click in the Employee **First Name** enter the employee First Name.
8	Click in the **Last Name** field and enter the employee's Last Name.
9	Click the **Search** button.
10	To view any of the existing performance documents, click on the **Document Type** for the applicable document that you want to view.
11	Click the **View** link next to either the Establish Evaluation Criteria or Review Manager Evaluation document.

Lesson 14: Understanding Types of Notifications

Automated email notifications are part of the overall workflow process. Transactions in workflow that require the routing function trigger the system to generate the email notification. The following table identifies the steps in the ePerformance business process, when a system (workflow) notification is automatically sent, and lists the recipient.

Step in Business Process	Action (Workflow)	Recipient
Supervisor /Manager (Rater) establishes criteria for performance review.	An establish criteria document is created by either the manager or the ePerformance System Administrator.	Supervisor /Manager (Rater) or Employee

Step in Business Process	Action (Workflow)	Recipient
	An establish criteria document is marked as completed.	Supervisor /Manager (Rater) or Employee
Supervisor /Manager (Rater) nominates other Managers to participate in employee review.	Nominations to participate in multi-participant evaluations are sent to nominees.	Participants
	A nominated employee accepts a nomination for a multi-participant evaluation or a nominated employee declines a nomination for a multi-participant evaluation.	Supervisor /Manager (Rater)
	A participant in a multi-participant evaluation completes their evaluation.	Supervisor /Manager (Rater)
Performance evaluation is due for completion.	Auto-generated response at 30 and 60 days, refer to items 1 and 2 listed below the table for explanation.	Supervisor /Manager (Rater)
Performance document completion.	From Manager/Reviewer to ePerformance System Administrator after evaluation is completed.	ePerformance System Administrator
	From ePerformance System Administrator to Appointing Authority or designee advising that signature is required.	Appointing Authority
Appointing Authority approves document.	From Appointing Authority or designee to Supervisor /Manager (Rater), advising review is ready.	Supervisor /Manager (Rater)
Supervisor /Manager (Rater) reviews the performance document with the employee.	A Supervisor /Manager (Rater) changes the status of an evaluation to *Available for Review.*	Employee
Supervisor /Manager (Rater) has completed the face-to-face meeting with the employee.	A Supervisor /Manager (Rater) marks an evaluation as *Review Held.* A message is then sent to the employee requesting that they formally acknowledge the evaluation.	Employee
Employee acknowledges the review of the performance document with Supervisor /Manager (Rater)	An employee acknowledges that they have reviewed the Supervisor /Manager (Rater) evaluation.	Supervisor /Manager (Rater)
Supervisor /Manager (Rater) completes employee review.	A Supervisor /Manager (Rater) marks the evaluation as completed.	Employee

1. Probationary: The process requires that the Supervisor/Manager (Rater) receive an email notification to initiate the completion of the probationary performance review process 30 days prior to the mid- AND final date of the probationary performance period to account for the Mid- and Final probation evaluations to complete. **Note: There are varying probationary periods**

based on contractual language for bargaining unit (Union) employees and Ohio Administrative Code (OAC) for non-bargaining (Exempt) employees.

2. Annual: Supervisor/Manager (Rater) receives an email notification 60 days prior to the end of the employee's annual performance period to complete the Performance Evaluation process. **Note: There are varying annual cycles based on contractual language for bargaining unit (Union) employees and agency determination for non-bargaining (Exempt) employees.**

Lesson 15: Updating Status to Available for Review

Once the performance evaluation has been approved, the Supervisor/Manager (Rater) must make the performance evaluation available for the employee to review. In this topic, you will learn how to make a performance evaluation available for review. Note: Once a document has been marked "Available for Review" not further attachments can be added.

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
5	Click the **Edit** link next to the Complete Manager Evaluation step.
6	Click the **Available for Review** button at the top or bottom of the page.
7	Click the **OK** button.
	Note: Notice the status has been changed to "Available for Review".

Lesson 16: Updating Status to Review Held

Once the Supervisor/Manager (Rater) and the employee have met face-to-face to discuss the performance evaluation, the Supervisor/Manager (Rater) must mark the performance document with a status of Review Held.

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
5	Click the **Mark Review Held** link next to the Complete Manager Evaluation step.
6	Click the **Review Held** button.
7	Click the **OK** button.
	Note: Notice the status has been changed to "Review Held".

Lesson 17: Acknowledging a Review

Once the Supervisor/Manager (Rater) has marked the performance document with a status of Review Held, the employee must login to myOhio and acknowledge the review. Note: employee's can add comments in Section 14 – EMPLOYEE COMMENT Section.

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **My Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable period.
5	Click the **View** link next to the Review Manager Evaluation step.
6	Click the **Expand All** and scroll through to the bottom of the page.
7	Enter any applicable comments in Section 14 – Employee Comment Section.
	Note: the comment box can be used for: 1) To add comments; or 2) Copy and paste a response where an attachment cannot be added.
8	Click the **Acknowledge Review** button.
9	Select one option from the **Signature Acknowledgement** box. Select either "I have" or "I have not responded on an attached document".
10	Select one of the following options: **Yes or No** for the statement "I am exercising my right to refuse to sign this document."
11	Click the **OK** button. Notice the status has changed to "Acknowledged".

Lesson 18: Completing a Performance Review

Once the employee has acknowledged the performance document, the Supervisor/Manager (Rater) must login and complete the performance review process by updating the document status as Complete.

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **My Performance Docs** link.
3	Select the **Current Documents** menu.
4	Select the **ANNUAL REVIEW** link for the applicable document/employee.
5	Click the **Complete** link next to the Complete Manager Evaluation.
6	Click the **Complete** button again on the next page.
7	Click the **Complete** button on the Complete Evaluation page.
8	Click the **OK** button on the Complete Evaluation Confirmation page.
	Note: Notice status changed to "Complete" in the Document Details section.

Update the Document Status and Complete a Performance Document (Exercise)

Exercises are designed for participants to practice what they have learned. Exercises are available online in the training class and launched using ELM.

Chapter 6: Performance Improvement Plan (PIP)

Lesson 1: Overview of a Performance Improvement Plan

When is a PIP Required?

The overall procedure for processing a Performance Improvement Plan (PIP) within your agency has not changed. The main difference is that the PIP is now processed electronically and is required. Within ePerformance, a Performance Improvement Plan (PIP) is required for an employee with an overall rating of anything below "Meets Expectations". The ePerformance system generates a warning message for the Supervisor/Manager (Rater) and notes the required completion of a PIP when this occurs.

PIP Guidelines from DAS

Many performance review conferences will include discussions about how performance can be improved.

The Supervisor/Manager (Rater) should:

- Establish what improvements are needed and the expected time frame for achievement.
- Maintain a "problem-solving" orientation, involving the employee in the identification of potential solutions to performance problems.
- Discuss the performance dimensions, the status of individual goals, and focus on future performance.
- Lead into a discussion of plans for improving performance or building on current strengths. This begins the performance-planning phase for the next performance review period.
- Present suggestions or ideas, and obtain the employee's ideas, wherever performance needs improvement. Identify for the employee that there is a need in specific areas for improvement. Try to pick an area, or areas that are acceptable to both parties, or where improvement is imperative.
- Demonstrate an interest in assisting in the employee's development.
- Cite specific actions that the employee can take to improve.
- Develop a Performance Improvement Plan on the applicable page of the performance evaluation.
- Agree with the plan or work to make it acceptable.
- After discussing performance expectations, decide on a specific course of action. Try to obtain the employee's commitment to the course of action.
- Let the employee know where performance is effective. Indicate that there is potential for being outstanding in certain areas and provide suggestions to accomplish this.
- Where the employee is rated as "Below Target" or "Does Not Meet," it is mandatory that remarks be included on the Performance Improvement Plan which indicates how the employee can reach an acceptable level of performance by the next review conference.

Performance Improvement Plan Components in ePerformance

Supervisors/Managers (Rater) and employees still have the same guidelines when completing a PIP in the new system.

Supervisors/Managers (Rater) are still responsible for:

- Initiate the PIP.
- Assign a designated "period of time" for completion.
- Identify deficiencies in goals & objectives, competencies, and performance expectations.

- Follow the same PIP approval process.
- Provide feedback and initiatives for the employee to be able to improve performance.
- Hold face-to-face meeting with the employees.
- Initiate Ad hoc performance evaluations, if needed.
- Acknowledge and close the PIP.

Employees are still responsible for:

- Meet face-to-face with Supervisor/Manager (Rater) to discuss.
- Provide PIP acknowledgement.
- Demonstrate performance improvement.
- Participate in Ad hoc performance evaluation, if needed.

Performance Improvement Plan Steps

Listed below are the (14) fourteen steps required to create a Performance Improvement Plan. The role performing the step is also included.

1. Supervisor/Manager (Rater) will receive a soft message reminder in all performance review processes stating a Performance Improvement Plan is needed when an employee receives a rating below “Meets Expectations” in the overall rating category.
2. Supervisor/Manager (Rater) selects Performance Improvement Plan document in system.
3. Supervisor/Manager (Rater) identifies competencies and/or goals and initiatives from performance review requiring a follow up action and review.
4. Supervisor/Manager (Rater) submits completed Performance Improvement Plan (PIP) document to one level up Manager (Reviewer) for input and approval.
5. One level up Manager (Reviewer) reviews documentation and submits to Human Resource Administrator (ePerformance System Administrator) with feedback and changes, if needed.
6. Human Resource Administrator reviews documentation and submits approval to Appointing Authority with feedback and changes, if needed.
7. Appointing Authority approves final document and document is routed back to the Supervisor/Manager (Rater).
8. Supervisor/Manager (Rater) reviews completed Performance Improvement Plan (PIP) along with verbal feedback and discussion of final targeted initiatives to employee.
9. Supervisor/Manager (Rater) submits final Performance Improvement Plan (PIP) to employee in automated system.
10. Employee provides acknowledgement of Performance Improvement Plan (PIP) by eSignature and/or signing the form and submitting back to Manager (Rater).
11. Supervisor/Manager (Rater) may initiate an Ad hoc Performance document supporting identified PIP initiatives. (This step is required if employee is in a probation period that is extended as a result of PIP.)
12. Supervisor/Manager (Rater) closes final Performance Improvement Plan (PIP) document in system at end of identified performance period.
13. Supervisor/Manager (Rater) closes Ad hoc Performance document at end of identified performance period, if needed.
14. Supervisor/Manager (Rater) initiates new competency and goal development for annual performance document for employee completing initiatives identified in PIP and probationary

period successfully. (This step may not be required for employees not under a probationary period and/or who do not have an active Ad hoc Performance document.)

Lesson 2: Create a Performance Improvement Plan Document

Steps	Task
1	Select the **Career Resources** menu from myOhio.
2	Select the **ePerformance Development Docs** link.
3	Select the **Create Documents** menu.
4	Enter the **Effective Date** in the Effective Date field.
5	Click the **Continue** button.
6	Select the checkbox for **employee** or **employees.**
7	Click the **Continue** button.
8	Enter the **Period Begin Date** field.
9	Enter the **Period End Date** field.
	The dates entered in the **Period Begin Date** and **Period End Date** fields define the period of time that these documents will cover.
10	Click the **Document Type** drop-down list and select **PERFORMANCE IMPROVEMENT PLAN.**
	Use the **Document Type** field to select a document type, such as Probationary Review, Annual Review, Ad-hoc Review, etc.
11	Keep default value of **No** next to Create Prior Document field.
12	Click the **Template** drop-down list and select **PERFORMANCE IMPROVEMENT PLAN.**
13	Click the **Create Documents** button.

Lesson 3: Add Improvement Opportunities (Create or Select Pre-Defined)

Steps	Task
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **Current Documents** menu.
4	Click the **PERFORMANCE_IMPROVEMENT_PLAN** link under the **Document Type** column to select the applicable document/employee.
5	Click the **Start** link.
6	Click the **Add IMPROVEMENT OPPORTUNITY** link.
7	Select the **Add your own item** option.
8	Click the **Next** button.
9	Click in the **Title** field and enter the applicable title.
10	Click in the **Description** field and enter the applicable description.
11	Click the **Update** button.
12	Click the **Save** button.

Lesson 4: Create an Improvement Plan (Steps)

Steps	Task
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **Current Documents** menu.
4	Click the **PERFORMANCE_IMPROVEMENT_PLAN** link under the **Document Type** column to select the applicable document.
5	Click the **Edit** link.
6	Click the **Add IMPROVEMENT PLAN** link
7	Select the **Add your own item** option.
8	Click the **Next** button
9	Click in the **Title** field and enter the applicable title.
10	Click in the **Description** field and enter the applicable description.
11	Enter item **Start Date** and **End Date**
12	Click the **Update** button.
13	Click the **Save** button.
14	Click **Complete**.

Lesson 5: Evaluate Improvement Plan Objectives

Steps	Task
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **Current Documents** menu.
4	Click the **PERFORMANCE_IMPROVEMENT_PLAN** link under the **Document Type** column to select the applicable document.
5	Click the **Start** link next to **Complete Manager Evaluation** task.
6	Click the **Expand All** link.
7	Scroll down to **Section 2 – IMPROVEMENT PLAN.**
8	Select the applicable rating: 1. Unsatisfactory; 2. In Progress; 3. Satisfactory; 4. No Longer Applicable.
9	Click in the **Comments** field and enter the applicable comments.
10	Scroll to the bottom of the page and click the **Save** button.
11	Repeat steps 8 – 10 for each evaluation criteria in the section.
12.	Click **Submit for Approval**.
13.	Click **Submit.**

Lesson 6: Purpose of Ad Hoc and Special Documents

When is an Ad hoc Evaluation Required?

The Ad hoc performance evaluation is used in circumstances such as an extension of the probationary period, or may be used at the end of a PIP period. Basically, the Ad hoc performance evaluation is used whenever a performance review is needed other than the standard Probationary or Annual review periods.

Steps for completing an Ad hoc Performance Evaluation are listed in *"Chapter 1, Lesson 2-Using Workflow with Performance Evaluation Templates".*

Chapter 7: Introduction to a Supervisor/Manager (Rater)-Initiated Career Development Plan (CDP)

Lesson 1: Overview of a Career Development Plan

Supervisor/Manager (Rater) Initiated CDP

As a Supervisor/Manager (Rater) you may recognize potential in an employee who, with some training, could potentially advance their career and benefit the State; need a position filled with a specific skill set that requires staff development; or have need to manage employee performance development in conjunction with a PIP. There are many reasons that a Supervisor/Manager (Rater) might initiate a Career Development Plan.

Difference between a Supervisor/Manager (Rater) initiated and an Employee Initiated CDP

Supervisor/Manager (Rater) - The Supervisor/Manager (Rater) suggests the goals and objectives for an employee's Career Development and reviews them with them with the employee; however, the employee remains responsible for making sure the goals are met.

Employee - The employee develops the goals and objectives for their Career Development, reviews them with their Supervisor/Manager (Rater), and is responsible for making sure the goals are met.

The difference in the process between a Supervisor/Manager (Rater) initiated CDP and an employee initiated CDP are Steps 1 through 3. The rest of the process remains the same. Listed below are the (12) twelve steps required to create a Career Development Plan. The role performing the step is also included.

1. Supervisor/Manager (Rater) initiates a Career Development Plan request.
2. Supervisor/Manager (Rater) selects Career Development Plan document in system.
3. Supervisor/Manager (Rater) identifies Education, Experience, Licensure, and/or Certification Suggested for Career Enhancement, along with personal learning goals and developmental objectives.

4. Supervisor/Manager (Rater) finalizes Education, Experience, Licensure, and/or Certification Suggested for Career Enhancement, along with personal learning goals and developmental objectives in system.
5. Supervisor/Manager (Rater) submits completed Career Development Plan document to one level up Manager (Reviewer) for input and approval.
6. One level up Manager (Reviewer) reviews documentation and submits to Human Resource Administrator with feedback and changes, if needed.
7. Human Resource Administrator approves final document and document is routed back to the Supervisor/Manager (Rater).
8. Supervisor/Manager (Rater) and employee discuss final Performance Plan document with identified Education, Experience, Licensure, and/or Certification Suggested for Career Enhancement, along with personal learning goals and developmental objectives.
9. Supervisor/Manager (Rater) submits final Career Development Plan to employee in automated system. Employee provides acknowledgement of Career Development Plan by eSignature and submitting back to Supervisor/Manager (Rater).
10. Supervisor/Manager (Rater) and employee work together to evaluate performance outcomes during identified performance period.
11. Supervisor/Manager (Rater) documents performance outcomes in the system.
12. Supervisor/Manager (Rater) closes CDP document at end of identified performance period.

Lesson 2: Supervisor/Manager (Rater) Initiates a Career Development Plan

Steps	Task
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **Create Documents** menu.
4	Enter an **Effective Date** in the Effective Date field.
5	Click the **Continue** button.
6	Click the checkbox for applicable employee.
7	Click the **Continue** button.
8	Click in the **Period Begin Date** field and enter the Period Begin Date and press enter.
9	Click in the **Period End Date** field and enter in the Period End Date in the field.
10	Click the **Document Type** drop-down list and select the **CAREER DEVELOPMENT_MGR** option.
11	Select **Yes** or **No** for Create from Prior Document.
12	Click the **Template** drop-down list and select the **CAREER DEVELOPMENT PLAN_MGR** option.
13	Click the **Create Documents** button.

Lesson 3: Add Career Enhancement Goals

Steps	Task
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **Current Documents** menu.
4	Click the **Document Type** link and select the **CAREER DEVELOPMENT_MGR** option.
5	Click the **Start** link.
6	Click the **Add CAREER ENHANCEMENT GOALS** link.
7	Select the **Add your own item** option.
8	Click the **Next** button.
9	Click in the **Title** field and enter the applicable title.
10	Click in the **Description** field and enter the applicable description.
11	Click the **Update** button.
12	Click the **Save** button.

Lesson 4: Add Personal Learning Goals

Steps	Task
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **Current Documents** menu.
4	Click the **Document Type** link and select the **CAREER DEVELOPMENT_MGR** option.
5	Click the **Edit** link next to the Establish Evaluation Criteria.
6	Click the **Add PERSONAL LEARNING GOALS** link.
7	Select the **Add your own item** option.
8	Click the **Next** button.
9	Click in the **Title** field and enter the applicable title.
10	Click in the **Description** field and enter the applicable description.
11	Click the **Update** button.
12	Click the **Save** button.

Lesson 5: Add Developmental Objectives

Steps	Task
1	Select the **Career Resources** menu.
2	Select the **Development Docs** menu.
3	Select the **Current Documents** menu.
4	Select the **CAREER DEVELOPMENT_MGR** link.
5	Click the **Edit** link.
6	Click the **Add DEVELOPMENTAL OBJECTIVES** link.
7	Select the **Add your own item** option.

Steps	Task
8	Click the **Next** button.
9	Click in the **Title** field and enter the applicable title.
10	Click in the **Description** field and enter the applicable description.
11	Click the **Update** button.
12	Click the **Save** button at the top or bottom of the page.

Lesson 6: Add Developmental Training Assignments

Steps	Task
1	Select the **Career Resources** menu.
2	Select the **Development Docs** menu.
3	Select the **Current Documents** menu.
4	Select the **CAREER DEVELOPMENT_MGR** link.
5	Click the **Edit** link.
6	Click the **Add DEVELOPMENTAL TRAINING ASSIGNMENTS** link.
7	Select the **Add your own item** option.
8	Click the **Next** button
9	Click in the **Title** field and enter the applicable title.
10	Click in the **Description** field and enter the applicable description.
11	Click the **Update** button.
12	Click the **Save** button at the top or bottom of the page.

Lesson 7: Understanding the Workflow of a Supervisor/Manager (Rater)-Initiated CDP

Workflow Steps of a Supervisor/Manager (Rater) initiated CDP

1. Supervisor/Manager (Rater) initiates a Career Development Plan request.
2. Supervisor/Manager (Rater) selects Career Development Plan document in system
3. Supervisor/Manager (Rater) identifies Education, Experience, Licensure, and/or Certification Suggested for Career Enhancement, along with personal learning goals and developmental objectives.
4. Supervisor/Manager (Rater) finalizes Education, Experience, Licensure, and/or Certification Suggested for Career Enhancement, along with personal learning goals and developmental objectives in system.
5. Supervisor/Manager (Rater) submits completed Career Development Plan document to one level up Manager (Reviewer) for input and approval.
6. One level up Manager (Reviewer) reviews documentation and submits to Human Resource Administrator with feedback and changes, if needed.
7. Human Resource Administrator approves final document and document is routed back to the Supervisor/Manager (Rater)

8. Supervisor/Manager (Rater) and employee discusses final Performance Plan document with identified Education, Experience, Licensure, and/or Certification Suggested for Career Enhancement, along with personal learning goals and developmental objectives.
9. Supervisor/Manager (Rater) submits final Career development Plan to employee in automated system. Employee provides acknowledgement of Career Development Plan by eSignature and submitting back to Supervisor/Manager (Rater)
10. Supervisor/Manager (Rater) and employee work together to evaluate performance outcomes during identified performance period.
11. Supervisor/Manager (Rater) documents performance outcomes in the system.
12. Supervisor/Manager (Rater) closes Performance Plan document at end of identified performance period.

Lesson 8: Entering Employee Input

In this lesson, you will learn how the employee logs in to review a Supervisor/Manager (Rater) initiated Career Development Plan and how to mark the CDP as **Complete** for the Establish Evaluation Criteria step.

Steps	Task
1	Select the **Career Resources** menu.
2	Select the **My Development Documents** link
3	Select the **Current Documents** menu.
4	Select the **CAREER DEVELOPMENT_MGR** link.
5	Click the **Edit** link.
6	Click the **Expand All** link.
7	Scroll down the document to review the information.
	If the employee wants to add input to the Supervisor/Manager (Rater)-Initiated Career Development Document, they could click on any one of the links to add Career Enhancement Goals, Personal Goals, Developmental Objectives, or Developmental Training Assignments. The process would be the same as that of the Supervisor/Manager (Rater). If the employee does not wish to add any input, they would simply move to the next step.
8	Click the **Complete** button.
9	Click the **Complete** button.
	Notice that the status of the **Establish Evaluation Criteria** step now shows **Complete.**

Lesson 9: Evaluating Career Goals

In this lesson, you will learn how the employee logs in to review a Supervisor/Manager (Rater) initiated Career Development Plan and how to mark the CDP as **Complete** for the Establish Evaluation Criteria step.

Steps	Task
1	Select the **Career Resources** menu.

Steps	Task
2	Select the **Development Docs** menu.
3	Select the **Current Documents** menu.
4	Select the **CAREER DEVELOPMENT_MGR** link.
5	Click the **Edit** link next to the Establish Evaluation Criteria step.
6	Click the **Expand All** link.
7	Scroll down the document to evaluate the employee's **Career Enhancement Goals**.
8	Select the applicable rating: **Unsatisfactory, In Progress, Satisfactory, or No Longer Applicable.**
9	Click in the **Comments** field and enter the applicable comments.
10	Scroll down to evaluate the employee's **Personal Goals.**
11	Select the applicable rating: **Unsatisfactory, In Progress, Satisfactory, or No Longer Applicable.**
12	Click in the **Comments** field and enter the applicable comments.
13	Scroll down to evaluate the employee's **Developmental Objectives.**
14	Select the applicable rating: **Unsatisfactory, In Progress, Satisfactory, or No Longer Applicable.**
15	Click in the **Comments** field and enter the applicable comments.
16	Scroll down to evaluate the employee's **Developmental Training Assignments**.
17	Select the applicable rating: **Unsatisfactory, In Progress, Satisfactory, or No Longer Applicable.**
18	Click in the **Comments** field and enter the applicable comments.
19	Scroll down to the bottom of the page and click the **Save** button.

Lesson 10: Completing a Career Development Plan Document

In this lesson, you will learn how to submit a Supervisor/Manager (Rater) initiated Career Development Plan for **approval**, and (after the document has been approved) how to "**Complete"** the Supervisor/Manager (Rater) initiated Career Development Plan.

Steps	Task
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **Current Documents** menu.
4	Select the **CAREER DEVELOPMENT_MGR** link.
5	Click the **Submit** link.
6	Click the **Submit for Approval** button.
7	Click the **Submit** button.
	Note: the CDP will now follow the standard approval process as outlined in "*Chapter 2, Section C - Track a Performance Document Through the Approval Process".* Notice the Status is now showing "In Progress".

Chapter 8: Managing an Employee-Initiated Career Development Plan

Lesson 1: Receiving an Employee-Initiated Career Development Plan

In this lesson you will learn how the Supervisor/Manager (Rater) navigates to, and reviews an employee initiated Career Development Plan.

Steps	Task
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **Current Documents** menu.
4	Select the **CAREER DEVELOPMENT_EE** link.
5	Click the **View** link.
6	Scroll down the page to review the document.
7	Click the **Save** button.
	Note: If the Supervisor/Manager (Rater) wanted to add any input to the employee initiated Career Development Document, they could click on any one of the links to add Career Enhancement Goals, Personal Goals, Developmental Objectives, or Developmental Training Assignments and enter the applicable comments.

Lesson 2: Modify Career Enhancement Goals

In this lesson you will learn how the Supervisor/Manager (Rater) modifies an employee's Career Enhancement Goals on an employee initiated Career Development Plan.

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Steps	Task
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **Current Documents** menu.
4	Select the **CAREER DEVELOPMENT_MGR** link.
5	Click the **Edit** link.
6	Select the **Add CAREER ENHANCEMENT GOALS** link.
7	Select the **Add your own item** option.
8	Click the **Next** button.
9	Click in the **Title** field and enter the applicable title.
10	Click in the **Description** field and enter the applicable description.
11	Click the **Update** button.
12	Click the **Save** button.

Lesson 3: Modify Personal Learning Goals

In this lesson you will learn how the Supervisor/Manager (Rater) modifies an employee's Personal Learning Goals on an employee initiated Career Development Plan.

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Steps	Task
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **Current Documents** menu.
4	Select the **CAREER DEVELOPMENT_MGR** link.
5	Click the **Edit** link.
6	Select the **Add PERSONAL LEARNING GOALS** link.
7	Select the **Add your own item** option.
8	Click the **Next** button.
9	Click in the **Title** field and enter the applicable title.
10	Click in the **Description** field and enter the applicable description.
11	Click the **Update** button.
12	Scroll to the top of the page and click the **Save** button.

Lesson 4: Modify Developmental Objectives

In this lesson you will learn how the Supervisor/Manager (Rater) modifies an employee's Developmental Objectives on an employee initiated Career Development Plan.

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Steps	Task
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **Current Documents** menu.
4	Select the **CAREER DEVELOPMENT_MGR** link.
5	Click the **Edit** link.
6	Scroll down to **Section 3 - DEVELOPMENTAL OBJECTIVES.**
7	Select the **Add DEVELOPMENTAL OBJECTIVES** link.
8	Select the **Add your own item** option.
9	Click the **Next** button.
10	Click in the **Title** field and enter the applicable title.
11	Click in the **Description** field and enter the applicable description.
12	Click the **Update** button.
13	Scroll to the top of the page and click the **Save** button.

Lesson 5: Modify Developmental Training Assignments

In this lesson you will learn how the Supervisor/Manager (Rater) modifies an employee's Developmental Training Assignments on an employee initiated Career Development Plan.

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Steps	Task
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **Current Documents** menu.
4	Select the **CAREER DEVELOPMENT_MGR** link.
5	Click the **Edit** link.
6	Scroll down to **Section 4 - DEVELOPMENTAL TRAINING ASSIGNMENTS.**
7	Click on the **Add DEVELOPMENTAL TRAINING ASSIGNMENTS** link.
8	Select the **Add your own item** option.
9	Click the **Next** button.
10	Click in the **Title** field and enter the applicable title.
11	Click in the **Description** field and enter the applicable description.
12	Click the **Update** button.
13	Scroll to the top of the page and click the **Save** button.

Lesson 6: Understanding the Workflow for an Employee-Initiated Career Development Plan

The difference in the process between the employees initiated CDP, and the Supervisor/Manager (Rater) initiated CDP are Steps 1 through 3 in the overall process. Listed below are the (12) twelve steps required to create a Career Development Plan. The role performing the step is also included.

1. **Employee** initiates a Career Development Plan request.
2. **Employee** selects Career Development Plan document in system
3. **Employee** identifies Education, Experience, Licensure, and/or Certification Suggested for Career Enhancement, along with personal learning goals and developmental objectives.
4. Supervisor/Manager (Rater) finalizes Education, Experience, Licensure, and/or Certification Suggested for Career Enhancement, along with personal learning goals and developmental objectives in system.
5. Supervisor/Manager (Rater) submits completed Career Development Plan document to one level up Manager (Reviewer) for input and approval.
6. One level up Manager (Reviewer) reviews documentation and submits to Human Resource Administrator with feedback and changes, if needed.
7. Human Resource Administrator approves final document and document is routed back to the Supervisor/Manager (Rater).
8. Supervisor/Manager (Rater) and employee discusses final Performance Plan document with identified Education, Experience, Licensure, and/or Certification Suggested for Career Enhancement, along with personal learning goals and developmental objectives.

9. Supervisor/Manager (Rater) submits final Career development Plan to employee in automated system. Employee provides acknowledgement of Career Development Plan by eSignature and submitting back to Supervisor/Manager (Rater).
10. Supervisor/Manager (Rater) and employee work together to evaluate performance outcomes during identified performance period.
11. Supervisor/Manager (Rater) documents performance outcomes in the system.
12. Supervisor/Manager (Rater) closes Performance Plan document at end of identified performance period.

CHAPTER 9: INTRODUCTION TO EPERFORMANCE INQUIRY PAGES

LESSON 1: VIEWING HISTORICAL DOCUMENTS

In this lesson you will learn how a Supervisor/Manager (Rater) navigates through the system to View Historical Documents for both performance documents and development documents.

Steps	Task (Performance Documents - Probationary, Annual, and Ad hoc)
1	Select the **Career Resources** menu.
2	Select the **ePerformance Performance Docs** menu.
3	Select the **Historical Documents** menu.
4	Select the applicable document.

Steps	Task (Development Documents - CDP and PIP)
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **Historical Documents** menu.
4	Select the applicable document.

LESSON 2: VIEWING THE SUPERVISOR/MANAGER (RATER) INQUIRY PAGE

In this lesson you will learn how a Supervisor/Manager (Rater) navigates through the system to the Manager Inquiry Page for both performance documents and historical documents.

Steps	Task (Performance Documents - Probationary, Annual, and Ad hoc)
1	Select the **Career Resources** menu.
2	Select the **ePerformance Performance Docs** menu.
3	Select the **View Only Documents** menu.
4	Click the **Continue** button.
5	Select the radio button next to the applicable employee.
6	Click the **Continue** button.
7	Click the applicable Document Type link, such as **PROBATIONARY REVIEW, ANNUAL REVIEW, or AD HOC REVIEW** link.

Steps	Task (Development Documents - CDP and PIP)
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **View Only Documents** menu.
4	Click the **Continue** button.
5	Select the radio button next to the applicable employee.
6	Click the **Continue** button.
7	Click the applicable Document Type link, such as **CAREER DEVELOPMENT PLAN or PERFORMANCE IMPROVEMENT PLAN** link.

Lesson 3: Viewing Approval Status summary Page

In this lesson you will learn how a Supervisor/Manager (Rater) navigates to the View Approval Status Summary page.

Steps	Tasks
1	Select the **Career Resources** menu.
2	Select the **ePerformance Performance Docs** menu.
3	Select the **View Approval Status Summary** link.

Chapter 10: ePerformance Administrative Tasks

Lesson 1: Clone a Performance Document for Multiple Employees

In this lesson you will learn how to create performance documents for multiple employees with the same criteria at one time. This task is performed by Supervisors/Managers (Rater).

Steps	Tasks
1	Select the **Career Resources** menu.
2	Select the **ePerformance Performance Docs** menu.
3	Select the **Create Documents** menu.
4	Double-click in the **Effective Date** field to enter the **Effective Date**.
5	Click the **Continue** button.
6	Select the checkbox for **each employee.**
7	Click the **Continue** button.
8	Click in the **Period Begin Date** field to enter the **Period Begin Date** and then press enter. Note: all employees selected must have the same Period Begin Date.
9	Click in the **Period End Date** field to enter the **Period End Date** field, and then press enter. Note: all employees selected must have the same Period End Date.
10	Click the **Document Type** drop down list and select the **ANNUAL REVIEW** list item
11	Select **Yes** from ‘Create from prior Document Yes or No’.
12	Click the **lookup** feature for prior documents to view a list of existing documents.

Steps	Tasks
13	Select from the list the document you are going to clone.
14	Click the **Create Documents** button.
	An Annual Performance Review document will be created for each of the employees you specified. To view a listing of all current and active performance documents, select the **Current Documents** link to Establish Performance Criteria.

Lesson 2: Cancel a Document

In this lesson you will learn how to cancel a document.

Steps	Task
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **Administrative Tasks** menu.
4	Select the **Cancel Document** menu.
5	Click in the checkbox field, next to the review you would like to choose.
6	Select the **Continue** button.
7	Select the **Save** button.
8	Select the **OK** button.

Lesson 3: Adding an Attachment to a Development Document

In this lesson you will learn how to add an attachment to a development document. This task is performed by ePerformance System Administrators and Supervisors/Managers (Rater).

Steps	Task
1	Select the **Career Resources** menu.
2	Select the **ePerformance Development Docs** menu.
3	Select the **Current Documents** link.
4	Select the **PERFORMANCE IMPROVEMENT PLAN** link.
5	Select the **Edit** link next to Complete Manager Evaluation step.
6	Click the **Add Attachment** link at the bottom of the page.
7	Click the **Browse** button.
8	Click the applicable file.
9	Click the **Open** button.
10	Click the **Upload** button.
11	Select the drop down arrow for Attachment Audience.
12	Select the EE and Mgr option. Note: Attachments should always be viewable to managers and employees.
13	Click the **Save** button.
14	Repeat steps 6 through 13 as needed.

Lesson 4: Nominating Another Supervisor/Manager

To include more than one Supervisor/Manager (Rater) in the same evaluation use the 3rd party nomination process. Third party nominations are performed by the Supervisor/Manager (Rater). If you need to transfer a document to a new manager, refer to your ePerformance System Administrator for assistance.

Steps	Task (Nominating a 3rd Party)
1	Select the **Career Resources** menu.
2	Select the **Manager Tasks** menu.
3	Select the **ePerformance Performance Documents** menu.
4	Select the **Current Documents** menu.
5	Select the **Document Type** link for the applicable document/employee.
6	Click the **Start** link next to the Nominate Participants step on the Document Details page.
7	Click the **Add Nominator** link.
8	Enter search criteria in the applicable search field, such as: the employee's **First** or **Last Name**.
9	Click the **Search** button.
10	In the Search Results, select the nominating Supervisor/Manager.
11	Click the **OK** button.
12	Click the **Save and Submit** button. Notice the Nominee's name is now listed.