



BUILDING PARTNERSHIPS FOR SUCCESSFUL PERFORMANCE

HACC'S Performance Appraisal Process

2014 Appraisal Guide

HACC'S PERFORMANCE APPRAISAL PROCESS

TABLE OF CONTENTS

I. INTRODUCTION	
• Philosophy	3
• Intended Results of HACC's Process.....	3
• Performance Management Cycle	4
• Performance Management Steps	4
• Vision/Mission Statements and Core Values	5
II. PERFORMANCE PLANNING	6
III. PERFORMANCE UPDATE	6
IV. PERFORMANCE REVIEW.....	7
• Rating Scale.....	8
• Multi-rater Assessment.....	9
V. HALOGEN INSTRUCTIONS	10
• Completing the Multi-Rater Assessment	13
• Helpful Hints when Completing your Appraisal.....	16

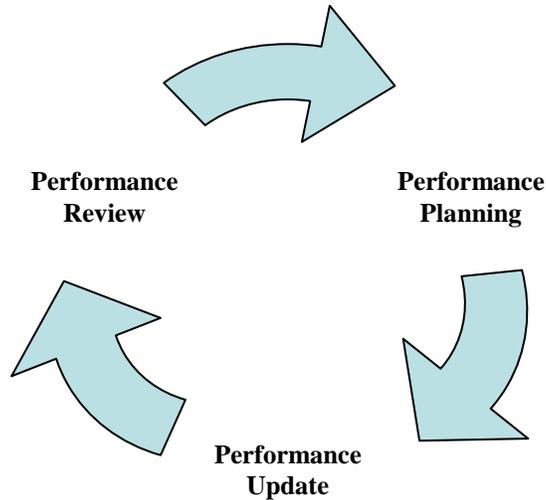
PHILOSOPHY

HACC's performance management process has been designed to be aligned with the College's strategic vision and further strengthen our resolve to consistently provide superior customer service, fiscal responsibility and growth. The objective of the process is to establish individual goals which clearly support our organizational mission. The process will be built on open, candid and on-going dialogue which is focused on key results. Performance Appraisals provide the opportunity to formally summarize performance and serve as the basis for professional development and staffing decisions.

INTENDED RESULTS

- **Alignment with Strategic Vision** – By focusing the performance plans on HACC's shared vision and its intended results, everyone can integrate targeted results of his or her job with the direction and goals of the College.
- **Values Integration** – HACC's Performance Management Process will further strengthen each employee's resolve to consistently provide superior customer service, fiscal responsibility and growth.
- **Motivation** – Compensation and performance appraisal will be tools used by every manager to communicate and reinforce desired results.
- **Communication**- The Performance Management Process must be built on an ethic of open communication, thoughtful candor and information sharing in order to solve problems and strive toward continuous improvement. Performance plans cannot be done or designed in isolation, but rather developed with open dialogue.
- **Focus on Key Results** – A well-constructed performance plan will help the individual gain greater clarity on the desired results and how their performance will be measured. A critical objective for HACC's Performance Management Process is to systematically move every employee from the position of performing a series of tasks to a focused understanding of how those tasks produce individual results which contribute to serving our customers and supporting our organizational mission.
- **Professional Development**- Continual learning is a sign of an effective and growing employee and ensures organizational strength. Employees are encouraged to participate in opportunities that represent on-going learning and development. (job enrichment and enhancement)
- **Support for Staffing Decisions**- HACC's Performance Management Process will provide clear support for placement and promotion decisions.

THE PERFORMANCE MANAGEMENT CYCLE



PERFORMANCE APPRAISAL STEPS

<u>Steps</u>	<u>Due Date</u>
Manager assigns appraisal forms (Launch multi-rater assessments)	February 21, 2014
Employee writes self appraisal	March 7, 2014
Multi-rater assessments completed	March 14, 2014
Manager writes appraisals	April 4, 2014
Senior Administrator approves appraisals	April 18, 2014
HR Rep reviews appraisals	April 25, 2014
Manager meets with employee	May 9, 2014
Employee sign off and final comments	May 13, 2014
Manager sign off and final comments	May 15, 2014
HR Rep approves appraisals	May 16, 2014

VISION STATEMENT

HACC will be the first choice for a quality and accessible higher education opportunity.

MISSION STATEMENT

Creating opportunities and transforming lives to shape the future – TOGETHER.

CORE VALUES – “ICE T”

Integrity

- We behave in a manner consistent with our core values.
- We are honest, open and truthful in our statements and actions.
- We provide the most accurate information available in all communication.

Collegiality

- We work in harmony with one another
- We respect the shared governance decision-making process.
- We welcome and embrace individuals and groups of varied backgrounds.

Excellence

- We set high goals and achieve them.
- We consistently perform above our own and others’ expectations.
- We provide exceptional service to all.

Trust

- We provide a safe and encouraging environment.
- We are fair and balanced in our interactions with others.
- We respect and support one another despite differences of opinion.

PERFORMANCE PLANNING
(Exempt employees)

- Create goals through dialogue and mutual agreement
- Establish at least 3 goals
- Describe expected results, not activities
- Agree on what constitutes satisfactory performance
- Specific- details of who, what, when, how
- Measurable-observable, quantity, quality
- Achievable- challenging yet attainable
- Realistic – consider abilities, obstacles
- Time-bound – deadlines or frequency

PERFORMANCE UPDATE

- Participate in on-going collaborative dialogue
- Keep notes in your Journal Notes to document important events throughout the year
- Bring issues or concerns that impact your performance to your manager's attention

PERFORMANCE REVIEW

- Complete a self appraisal
 - Opportunity to highlight your accomplishments
 - Don't be overly aggressive or overly shy
 - Provide specific details
 - Share personal goals
 - Identify skills that you would like to develop
 - Refer to the Performance Rating Scale definitions

- Come to the performance appraisal meeting prepared with ideas which can improve your performance and the effectiveness of the work group.

- Clarify any feedback that is unclear to you.

- Use the Developmental Plan section to identify specific plans to develop your skills.

- If your manager has identified an area needing improvement, ensure that you understand the expectations and work together to develop an action plan that will assist you in meeting the requirements of the job.

- Add your comments and electronically sign your performance appraisal in the Halogen system.

RATING SCALE

CONSISTENTLY EXCEEDS EXPECTATIONS

- Performance significantly and consistently exceeds expectations
- Results represent exceptional achievement and contribution to the College
- Takes initiative in implementing challenging objectives and exploring new opportunities
- Often sought out for his/her extensive knowledge

SOMETIMES EXCEEDS EXPECTATIONS

- Consistently meets all expectations, exceeds expectations in some key areas
- Results represent a high level of achievement and contribution to the College
- Serves as a model for others
- Takes on extra projects without a decline in performance of regular duties

MEETS EXPECTATIONS

- Consistently meets expectations in all key areas
- Good, solid performer
- Performance is what is expected of a fully qualified and experienced person in the assigned position
- Requires only normal supervision and follow-up

SOMETIMES DOES NOT MEET EXPECTATIONS

- Performs below expectations in several key areas
- May be new in the position or learning new skills
- Inconsistent in performance leading to unreliability
- Requires direction and/or work must be regularly reviewed

CONSISTENTLY NOT MEETING EXPECTATIONS

- Performs well below job standards, must demonstrate immediate improvement
- Has been previously notified that performance is not meeting expectations and offered guidance and/or training
- May currently have (or will have) a Performance Improvement Plan at the written or final written warning level

MULTI-RATER ASSESSMENT

Evaluating managers are encouraged to use feedback from direct reports, peers, co-workers and/or internal or external “customers” in reviewing an employee’s performance. This enhances the performance appraisal process by:

- Adding broader perspective and balance
- Reducing likelihood of bias
- Generating teamwork and customer service related strengths and weaknesses
- Encouraging feedback and more effective communication

If you are asked to complete a multi-rater appraisal, you should keep in mind that the information is:

- Used anonymously to support feedback, ratings and supporting comments
- Is most effective when it provides specific examples and is worded positively and honestly
- Completed utilizing the Halogen system unless rater is faculty or student

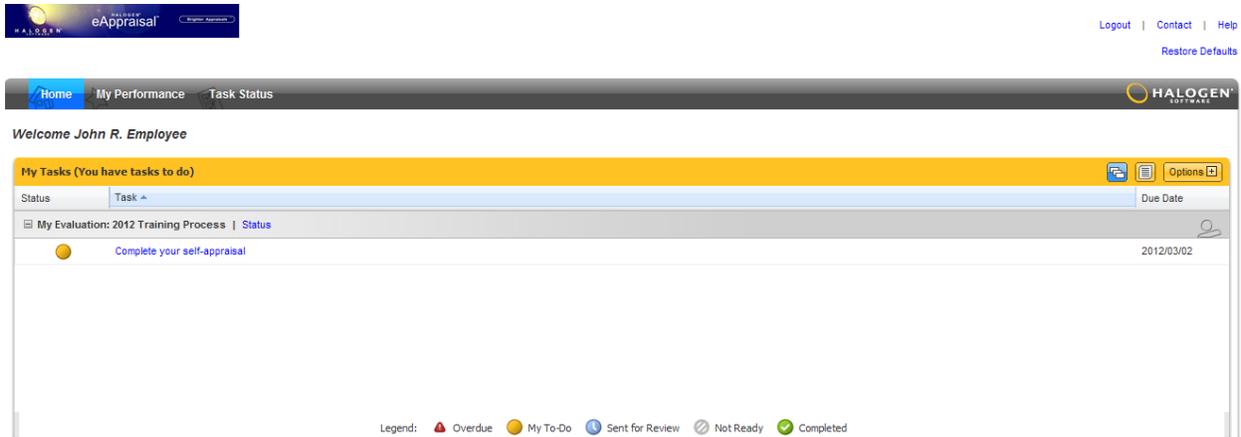
INSTRUCTIONS FOR THE HALOGEN PROCESS

To begin the Performance Appraisal Process, log into the following internet address:

https://ondemand.halogensoftware.com/harrisburg_acc/welcome.jsp
(underscore between harrisburg_acc)

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1. The above **Login Page** will appear. Enter your userid.
(first initial, middle initial, and six characters of your last name).
2. Enter your password. Click on **Login**. (You should have received an e-mail to activate your Halogen account. At that time you would have set up your password and security questions.)
3. Click on the appropriate link if you forget your username or password. Click **Back** to return to the login page without making any changes.



1. After you successfully login, the **Main Page** will appear.
2. **My Tasks** will show you which tasks need to be completed and the due date for each task.

Legend:  Overdue  My To-Do  Sent for Review  Not Ready  Completed
3. **My Performance** is a centralized portal that allows you to access your performance information. Specifically, it allows you to access the following:
 - Goals – Click on **Goals** to add and/or view your personal goals.
 - Development Plan – Click on **Development Plan** to add and/or view your personal development plan.
 - Feedback – Click on **Feedback** to view your personal journal. Use your feedback to record journal notes that will help you remember important events about your performance or the performance of your subordinates.
 - Evaluations – Click on **Evaluations** to view your past appraisals.
4. **Self Appraisal**
 - Each employee is required to complete a self appraisal. Click on **Complete your Self-Appraisal** on your Task List. If you are an exempt employee, you should include future goals and objectives in your self appraisal.
5. **Reviewing your Performance Appraisal with Your Supervisor**
 - When your supervisor has completed your appraisal and received approval of the appraisal from his/her Senior Administrator as well as a review by a Human Resources representative, a meeting will be scheduled with you to review your appraisal.

- Your supervisor will provide a hard copy of the appraisal during the review process.
- After meeting with your supervisor, you should return to your Task List and click on **Employee Sign-off and Final Comments**. This allows you to put final comments under the **Employee Comments** and then save as **Complete**. If you would like a hard copy of the appraisal, including your final comments, print by clicking on the  **Print** button at the top of the screen before clicking on the **Complete** button. A reminder that your appraisal will be available to you electronically under **My Performance** once the appraisal process is completed.

Note: You must complete this task even if you have no comments to make in order to complete the appraisal process on your Task List.

COMPLETING THE MULTI-RATER ASSESSMENT

If you have been selected by a manager to provide feedback on an employee, you will receive an e-mail requesting you to participate in the multi-rater assessment. Log into the Halogen website https://ondemand.halogensoftware.com/harrisburg_acc/welcome.jsp.

- Click on **Complete Multi-rater Assessments** on your task list
- Click on **Edit Multi-rater** to access the multi-rater questions

The screenshot displays the Halogen eAppraisal software interface. At the top, there is a navigation bar with 'Home', 'My Performance', and 'Task Status' tabs. The 'Task Status' tab is active. Below the navigation bar, there is a '2012 Training Process' section with a timeline of tasks. The current task, 'Complete multi-rater assessments', is highlighted. Below this, there is a search bar and a 'Show All' button. The 'Appraisal Tasks' section is visible, showing a table with columns for 'First Name', 'Last Name', 'Complete multi-rater assessments', 'Modified Date', 'Due Date', and 'Completed Date'. The table contains one entry for 'Connie O. Employee' with a 'My To-Do' status and an 'Edit Multi-rater' link. A legend at the bottom explains the status icons: Overdue (red triangle), My To-Do (yellow circle), Their To-Do (orange circle), Sent for Review (blue circle), Not Ready (grey circle), and Completed (green circle).

First Name	Last Name	Complete multi-rater assessments	Modified Date	Due Date	Completed Date
Connie O.	Employee	● My To-Do Edit Multi-rater	2012/02/06	2012/03/09	

Provide feedback to the manager by:

- Rating the employee on each competency
- Providing comments

The screenshot shows a web application window titled "Complete multi-rater assessments" with a "Help" button and a red "X" icon in the top right corner. The main heading is "Connie Employee" and it is attributed to "John R. Employee". There are "Save" and "Complete" buttons at the top right. The instruction "Provide feedback about this employee." is followed by a "Competencies" section. Under "Communication", there is a legend: CE - Consistently Exceeds Expectations, SE - Sometimes Exceeds Expectations, ME - Meets Expectations, DN - Sometimes Does Not Meet Expectations, UN - Consistently Not Meeting Expectations, and Not Applicable. A table with 7 columns (CE, SE, ME, DN, UN, Not Applicable) and 1 row (Organizes and expresses ideas, opinions and information openly and effectively both orally and in writing. Shares appropriate information and selects appropriate methods of conveying information.) contains radio buttons for each rating option. Below the table is a "Comments/Examples:" text area.

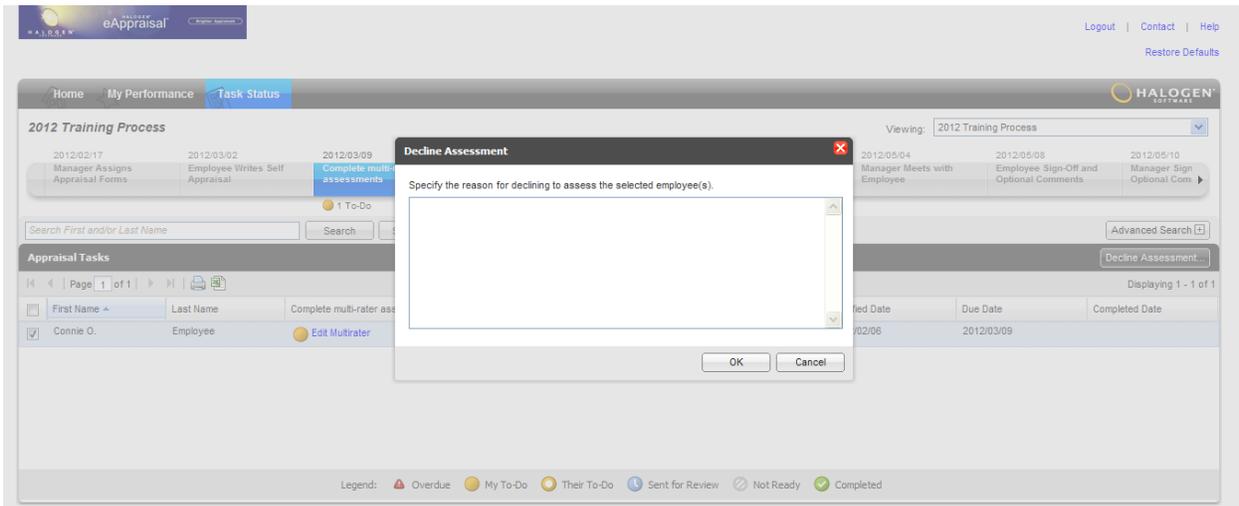
	CE	SE	ME	DN	UN	Not Applicable
Organizes and expresses ideas, opinions and information openly and effectively both orally and in writing. Shares appropriate information and selects appropriate methods of conveying information.	<input type="radio"/>					

Comments/Examples:

When finished, click **Complete** at the top of the screen.

- Click on **Save** and then the red **X** in the upper right-hand corner of the screen if you want to come back to the form to complete the multi-rater assessment later.

You are not required to complete a multi-rater assessment if one is sent to you by a manager. To decline the assessment, put a check mark in the box to the left of the employee's name and click on **Decline Assessment** on the right-hand side of the screen. Add your comments to the box that appears and click on OK.



HELPFUL HINTS WHEN COMPLETING YOUR APPRAISAL

Timeout handling/auto save—The timeout feature is set by Halogen at 3 hours. This means that if you have not saved your document at some point before the 3 hours elapse, you do run the risk of loosing data. **It is strongly suggested that you “Save” frequently to avoid this problem.** Remember that the appraisal process is not a word processing application but a web application, so the same rules do not apply as in Word regarding the save feature. If you experience problems with this, contact HR at ext. 214126.

Goals/Objectives

In the 2014 annual appraisal process, only exempt (administrative/professional) employees will be required to set current/future goals and objectives. All non exempt (classified) employees will be completing the Staff Appraisal Form, which does not include a goals/objectives section.

If you are an exempt employee, make sure that you confirm that the current goals/objectives that are listed on your self appraisal form are correct. This includes making sure that you and your supervisor are working with the same set of goals/objectives before you start completing your self appraisal. To copy in your current goals from last year’s final appraisal into this year’s self appraisal follow the directions below.

- Go to the Current Goals/Objectives section on your self appraisal.
- To retrieve last year’s goals/objectives, click on the **copy past goal** link that is above the eraser. (Click on the eraser link to remove goals that are in the box.)
- You will enter a screen entitled **Copy Goal**.
- Click on the **Process Defined** button at the top of the screen to copy goals from a past appraisal process.
- Click on the drop down arrow beside the **Process Name** field. Select **2013 Performance Appraisal Process**. These are the goals/objectives that were on your final appraisal from last year. (If you are a new employee and your supervisor has only completed an introductory appraisal, you will need to obtain your current goals/objectives from the introductory process.)
- Highlight the first line. Notice that the description for the goal/objective appears in the Description box. Click on the OK button to move the goal/objective to your self appraisal. Repeat these instructions for as many goals/objectives as you have.
- To copy goals entered directly into your goals page of My Performance, click on the **Individual** button at the top of the **Copy Goal** screen. Follow the directions in the preceding paragraph to copy the goals into your appraisal form.