




**DEPARTMENT OF HUMAN RESOURCES**  
**PERFORMANCE MANAGEMENT SYSTEM**  
**IMPLEMENTATION**  
**FREQUENTLY ASKED QUESTIONS**



<b>Date Updated:</b>	<b>9/17/2012 12:23 PM</b>
<b>Project Mission</b>	The mission of the <b>Performance Management System Implementation (PMSI)</b> team is to implement a citywide performance management process and application across all departments in collaboration with city stakeholders and internal customers, addressing its impact on workforce productivity, efficiency, and service delivery.
<b>Project Team Members</b>	
<b>HR Director &amp; Executive Sponsor, Omar C. Reid</b>	
<input type="checkbox"/> Noel A. Pinnock (PM)	<input type="checkbox"/> Modeane Walker
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<input type="checkbox"/> Leslie Denton-Roach	<input type="checkbox"/> Robbin Duplessis
<input type="checkbox"/> Janet McCown	<input type="checkbox"/> Chevelle Wilson
<input type="checkbox"/> Carolyn Jackson	<input type="checkbox"/> Richard Feehan
<input type="checkbox"/> Kelly Shreck	<input type="checkbox"/> Farshid Amini
<input type="checkbox"/> Bruce Haupt	<input type="checkbox"/> JoAnne Perry
<input type="checkbox"/> Valda DeWitt	<input type="checkbox"/> Dyanne Marks
<input type="checkbox"/> Linda Porter	<input type="checkbox"/> Abdi Sadeghi

	<b>Questions</b>	<b>Responses</b>
<b>GENERAL HEAR FAQs</b>		
1.	How much money has the City of Houston spent on the branding survey for the new Performance Management System?	The city of Houston has not expended any funds on the development or execution of the Performance Management System Branding Survey and has relied on internal resources and creativity to manage this mission-critical exercise.
2.	How many employees completed the Performance Management System Branding Survey?	We have received feedback from 2,002 employees throughout the city of Houston workforce. The branding survey was released on late Friday, July 13, 2012 and was closed on July 20, 2012.
3.	What are the results of the Performance Management System Branding Survey?	The <b>Houston Employee Assessment and Review (HEAR)</b> brand was selected by approximately 50% of the 2,002 employees who responded to the survey. The other two brands received less than 50% between the two.  
4.	Why wasn't I able to provide input in reviewing the old employee performance evaluation system?	Based on the 2011 HOPE contract, the city of Houston was responsible for reviewing the current employee performance evaluation system. The Mayor assigned a Task Team to conduct the review. The review was completed in December 2011 and a formal recommendation was presented to the Labor Management Cooperation Council in January 2012. In February 2012, the Mayor reviewed and approved all provisions in the recommendation in accordance to the 2011 HOPE contract, Article 12 §12.02.
<b>HEAR TRAINER FAQs</b>		
5.	Can I get a poster (HEAR - Roadmap to Success)?	Yes. Please contact Leslie Denton-Roach at Leslie.Denton-Roach@houstontx.gov.
6.	Is there a facilitator for each location?	Adjunct instructors are assigned to teach at various locations in and around the city



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7.	When will the Web-based Training be available?	The web-based training module is in its final stage of production. As soon as the module is published, you will be notified by the project coordinator. Keep in mind; it will be ready well in advance of the train-the-trainer sessions starting October 1 <sup>st</sup> (2012).
8.	Will there be interactive training in the software?	The web-based training module does require the learner to answer quiz questions at the end of each module. However, that is not currently in the plans, though future development is possible.
9.	Will department goals be provided from parent departments whose trainers are working outside their departments?	Departments Directors have been requested by the Mayor to provide strategic goals for their department. We ask that each manager and supervisor work with their CRM to obtain these goals and bring them to training
10.	Per the chart provided, it seems some trainers will remain in their departments. The concern with this is familiarity breeds resistance. Will departments that are not in green squares also have trainers from other departments?	Yes. Trainer schedules are being determined based on a training center relative to the trainers' home zip code, not what department they report to each day. One exception is the Houston Airport System whose employees are required to be trained by HAS trainers for compliance reasons.
11.	What will be the maximum class size?	25 attendees per class
12.	What is the time frame for the training classes?	All training sessions will be seven (7) hours long. This includes the train-the-trainer sessions and training sessions for managers and supervisors.
13.	Will managers or supervisors be allowed to let their admin person do the evaluation as they did with PI (Performance Impact)?	No. They are required to do the work; it is not an aspect of their position that can be delegated.
14.	Is the training PowerPoint (PPT) driven with talk tracks?	A PowerPoint presentation will accompany the facilitator manual; which will include talk tracks. However, we strongly encourage you to deliver this material in a manner that complements your training style and personality.
15.	Do we table questions regarding the policy & procedures and place them on the Parking Lot? Or, can we address them if we are able?	You are encouraged to address them if you are able but are highly encouraged to also place them on the Parking Lot for inclusion on the website in the FAQ section so that others who may have the same question can find an answer as well.
16.	Why do we have to train outside our department? That is not what I was told.	In an effort to reduce silos at the City of Houston, you are encouraged to network and discover how other departments deal with day-to-day business.



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17.	Will we get a list of registered participants?	Yes. A class roster for each class will be emailed to you, and you will be required to print it and use it as a sign-in sheet. Additionally, you will be required to submit that back to the Project Coordinator within 24-hrs of class completion for accounting purposes.
18.	Who will be responsible for printing sign-in sheets?	Trainers will be responsible for sign-in sheets for their classes.
19.	Will the students be notified that they must not be more than 15-minutes late?	It is ultimately up to the instructor to enforce this decorum, but accepting tardy arrivals beyond 15-minutes is not acceptable.
20.	How long is the training we will be facilitating?	All training sessions will be seven (7) hours long. Although some trainers may be able to cover the information in less time, learners will greatly benefit from the entire seven (7) hours to thoughtfully work through group activities and become more comfortable with the new process.
21.	Any Spanish classes available?	Spanish classes are not available at this time; however, if there is any trainer who would like to offer Spanish sessions, please contact the Project Coordinator at <a href="mailto:hear@houstontx.gov">hear@houstontx.gov</a> .
22.	Will there be lunch during this time?	Instructors are encouraged to break for lunch, but instructors and attendees alike are responsible for providing their own lunch.
23.	Why stop at pay grade 26 + below? Many "old" habits are instilled in the higher pay grades, and without their cooperation, we will not be as successful as we would be otherwise.	ALL manager and supervisors, regardless of pay grade, will be required to attend training, which has been mandated by the Mayor.
24.	Mindsets of managers; you can train, but change starts in mind. I did not HEAR how to transform thoughts?	It is understood and planned for that a level of acceptance and understanding of the new process needs to occur before it's deemed a success.
25.	Are the directors on board?	As a directive from Mayor Anise Parker, the directors are on-board.
26.	How will WBT be sent to supervisors? Some do not access their assigned email account.	If you are a supervisor who does not regularly check your email, it is strongly encouraged that you do. Additionally, the E.B. Cape Center will offer open labs for managers and supervisors to register and complete the web-based training module.



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27.	Our employees are NOT computer literate. How is a WBT a pre-requisite?	Due to the compressed timeline of this citywide initiative, it is advantageous for us to utilize both traditional and non-traditional methods of training. The web-based training module will allow us to train specifically on Administrative Procedure 3-20 which serves as the foundation of the performance management process
28.	Is WBT available now for review? If not, when can we see it?	The web-based training module is in its final stage of production. As soon as the module is published, you will be notified by the project coordinator. Keep in mind it will be ready well in advance of the train-the-trainer sessions starting October 1 <sup>st</sup> (2012).
29.	Will there be any problems with internet updates affecting program?	We do not foresee any internet updates that will affect a learner from accessing the Learning Management System (LMS) or the web-based training module. However should you encounter any difficulties, feel free to contact the LMS team via email at <a href="mailto:lms@houston.tx.gov">lms@houston.tx.gov</a> or call 832-395-4848
30.	Will the students who are supervisors and managers have to clock in?	First and foremost, always follow the policy established by your department. You also have the option of submitting a time-off request or your supervisor can enter the appropriate pay code in KRONOS. As always, your supervisor is your point of contact for time related issues but you can also send an email to <a href="mailto:payroll@houston.tx.gov">payroll@houston.tx.gov</a> .
31.	Will there be training for non-supervisors and managers to explain the process?	Everyone will be able to view the web-based training module. Although we are not at that phase at this time, it is the plan.

*More FAQs will be added as received and processed.*

*"The human mind once stretched by a new idea never goes back to its original dimensions." ~ Oliver Wendell Holmes*

