

# **HOUSTON EMPLOYEE ASSESSMENT AND REVIEW (HEAR) INTERIM APPLICATION USER GUIDE**



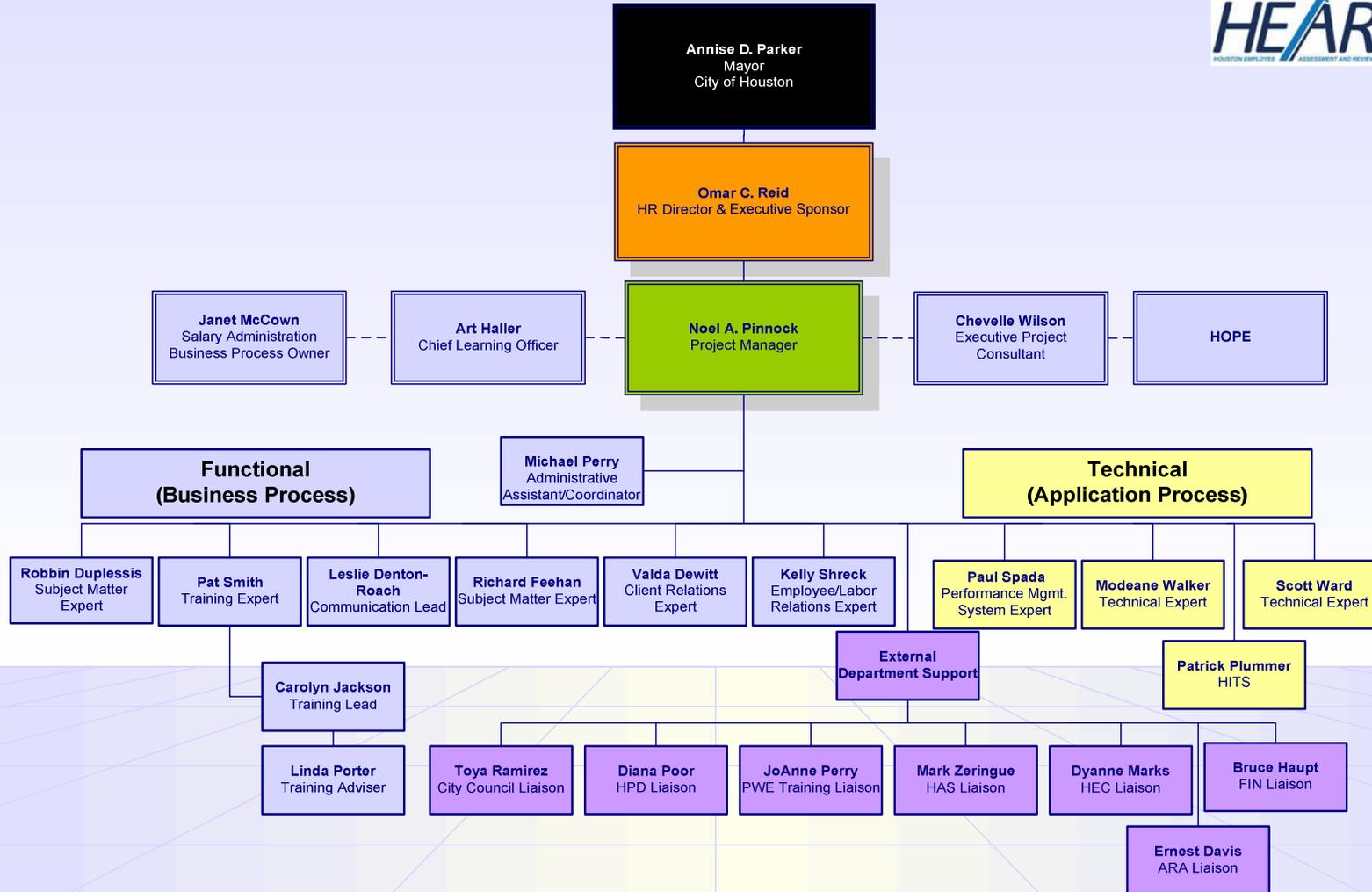
**SUPERVISORS, MANAGERS, REVIEWING  
AUTHORITIES, AND HEAR ADMINISTRATORS**

2012 - 2013

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**ACKNOWLEDGEMENTS**

→ Performance Management System (HEAR) Implementation Project Organization Chart



## PREFACE

*"I salute, and thank, the women and men who make our city run. I know that the city's workforce is one of the best anywhere. I see them every day; I know many of them - and I know the commitment they have to doing a good job. A global metropolis like Houston operates 24/7. It is a complex organism that requires intricate coordination and choreographed actions. We rarely notice the smooth workings of this city - how much of it goes right."*

*Mayor Annise Parker, January 3, 2012*

Mayor Parker's Inaugural address to the City of Houston's workforce included the message quoted above personalized to the city's workforce. Right after her inaugural remarks, she got to work making and keeping the City of Houston a great place to live and work. Moreover, Mayor Parker demonstrated her commitment to the city's employees in making an effort to "...notice how much of it goes right" by agreeing to the changes suggested to the way the city's employees are assessed each year. If you're reading this, you likely have had the opportunity to view her video message introducing the city to HEAR. In it, she explained how we go to HEAR, and the next steps toward success.

Following her signing Administrative Procedure AP 3-20, a team was put together to create a new employee assessment tool. The team's efforts resulted in the formation of HEAR – Houston Employee Assessment and Review. Soon after its naming, training of the city's supervisors and managers began and the path was laid for a journey to success for the city's workforce.

With HEAR, supervisors and managers will enjoy more direct communication with their employees, and in turn, the employee workforce will function with more creativity and direct access to the people and things that will help them become successful. At no other time in the city's history has the workforce been more capable of greatness than they are now.

This manual is your introduction to the labors of the City of Houston's Information Technology department and other city resources and its creation of an interim solution to the long-term annual employee assessment application. As you read this manual and learn how to navigate throughout the application, you will notice that its proper use will ensure supervisors, managers, and employees maintain an accountability to themselves and each other, ensuring each other the chance for success they rightfully deserve, and equally as important, the chance to make known those things that go right that are rarely seen, as spoken by the mayor.

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## GAINING ACCESS TO THE APPLICATION

### Purpose

The purpose of this manual is to provide to Supervisors, Managers, Reviewing Authorities, and departmental HEAR administrators an overview of the HEAR Interim Application.

### Objectives

By the end of this lesson, you will be able to:

- Gain entry into the Application
- Navigate throughout the Application tabs and user levels
- Complete an Employee Performance Work Plan (PWP)
- Complete an Employee Performance Assessment (EA)

### Prerequisites

Successful completion of:

- AP 3-20 Web-Based Training
- HEAR Process Training for Supervisors and Managers (HEAR Day @ HPL)
- HEAR Interim Application Web-based Training
- Supervisors and/or Managers must have at least one Direct Report employee
- Supervisors and/or Managers must have at least one (1) employee task and SMART Goal prepared for in-class exercises (**MISSION CRITICAL**)

### Technical Requirements

- Internet Explorer 8.0 or higher (**Not compatible with Google Chrome, FireFox, etc.**)
- Windows XP or higher
- Adobe Flash version 11.01 or higher to successfully view Mayor Parker's video introduction

### Helpful Hints

The HEAR Application automatically logs you out if there is no activity for 15 minutes. This will require you to log in again.

### Application Link

<http://cohapp.cityofhouston.gov/hear>

## INTRODUCTION

The following instruction manual is designed to introduce the user to the City of Houston's HEAR Interim Application. The application is simplistic in its functionality, yet complete and robust in its ability to facilitate an effective employee assessment. As you read along, you will see screen shots included that are taken of the actual application. These images will assist the user in finding their place as he or she navigates through the application. Utilizing this manual, the user will find it easy to create timely assessments of their employees with the new application.

As the name implies, the application is intended to perform as an interim solution to the inevitable move to a permanent solution to employee assessments. While the application has been created by the City of Houston's IT Department, and is a standalone product with its own merits, this application is intended to remain a temporary solution. This does not mean in any way that there are limitations to overcome in terms of usefulness. All assessments and work plans can and will be effectively performed and documented. Furthermore, when the final application is available, the information, assessments, and work plans created within the interim application will be exportable into the new application as PDF documents.

**LOGGING IN TO THE APPLICATION**

Click  Icon to begin viewing Mayor Parker’s video. Viewing is optional. However, to the right of the video are two windows for log in credentials. Enter your ESS User Name (your City of Houston Employee Number), and your ESS password. You MUST enter the ‘E’. Press ‘Enter’ key or click  button.

**HEAR Sign-in Page**



Field Name	Required, Optional, or Conditional	Action
User Name	R	Identifies user to application, permits access
Password	R	Validates user attempting access application
Login	R	Click to gain entry into application

**HEAR HOME PAGE – SUPERVISOR’S VIEW**

**Menu Bar**

Home Reports Templates Help

**HEAR Home**

ARTHUR HALLER (00082808)  
 Supervisor: OMAR REID

Direct Reports: [Click Here for HR Performance Coaching and Meeting Form](#)

Name	Employee ID	Last Rating	Last Plan Date	Last Assessment Date
<a href="#">CARLOS DEHOYOS</a>	00064873		1/28/2013	
<a href="#">MODEANE WALKER</a>	00138376	4.25	1/1/2013	4/30/2013
<a href="#">NOEL PINNOCK</a>	00134327	5.00	1/1/2013	2/20/2013
<a href="#">PATRICIA SMITH</a>	00092174		1/1/2013	
<a href="#">RUTH IZAGUIRRE</a>	00103002			
<a href="#">VINCENT BEJARANO</a>	00109244	5.00	2/20/2013	2/21/2013

Previous Assessment(s) for you:

Manager/Reviewer	Rating	Plan Date	Assessment Date	Status
<a href="#">OMAR REID</a>		1/1/2013		Manager Review Signature Needed

Active Direct Reports Listing

Performance Coaching and Work Plan Meeting Form

Your Plans/Assessments

- The menu bar will allow you to navigate to:
  - **Home:** Return to the HEAR Home Page
  - **Reports:** Run existing HEAR report(s)
  - **Templates:** Create HEAR Performance Work Plan (PWP) template and content
  - **Help:** Navigate to Help resources available at [www.houstontx.gov/hr/hear.html](http://www.houstontx.gov/hr/hear.html)



This completes this section.



**In summary, the participant should have:**

- Viewed the Log-in screen
- Entered user name and password
- Viewed HEAR Home Page – Supervisor View
- Become familiar with Menu Bar and associated navigation paths
- Become familiar with the Direct Reports Listing
- Become familiar with Personal Previous Assessments
- Become familiar with HEAR Rating Legend

NOTES:

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**EMPLOYEE OVERVIEW**

**HEAR Home**

ARTHUR HALLER (00082808)  
 Supervisor: OMAR REID

Direct Reports: [Click Here for HR Performance Coaching and Meeting Form](#)

Name	Employee ID	Last Rating	Last Plan Date	Last Assessment Date
<a href="#">CARLOS DEHOYOS</a>	00064873		1/28/2013	
<a href="#">MODEANE WALKER</a>	00138376	4.25	1/1/2013	4/30/2013
<a href="#">NOEL PINNOCK</a>	00134327	5.00	1/1/2013	2/20/2013
<a href="#">PATRICIA SMITH</a>	00092174		1/1/2013	
<a href="#">RUTH IZAGUIRRE</a>	00103002			
<a href="#">VINCENT BEJARANO</a>	00109244	5.00	2/20/2013	2/21/2013

Previous Assessment(s) for you:

Manager/Reviewer	Rating	Plan Date	Assessment Date	Status
<a href="#">OMAR REID</a>		1/1/2013		Manager Review Signature Needed

There are varying scenarios that will affect what is viewable on the screen, depending upon the user's position and their level of authority. For example, is the user a supervisor or manager? Does the user have Direct Reports? If the answer is 'yes' to either or both of these questions, a list of the user's Direct Reports will be viewable on the screen. If the employee in question does not have at least one (1) Direct Report employee, then he/she is not a supervisor or manager. In this case, the user is a manager who has several Direct Reports.

- Each of the supervisor's Direct Reports is an active hyperlink.
- Clicking on the name of an employee will direct the user to the Employee Overview screen related to that employee.
- If the employee selected is a supervisor, a list of Direct Reports he/she is responsible for will be displayed.

Direct Reports:

Name	Employee ID	Last Rating	Last Plan Date	Last Assessment Date
<a href="#">CARLOS DEHOYOS</a>	00064873		1/28/2013	

Click on the First Employee:  
 Carlos de Hoyos

Select an employee and click their name to see an overview.

**Employee Overview**

CARLOS DEHOYOS (00064873) ADMINISTRATION MANAGER (302.9) Public Works & Engineering  
 Hired: 8/2/1993 Supervisor: ARTHUR HALLER (00082808)  
 Is Supervisor: Yes [\(View Reports\)](#)

Historical Plan/Assessments:

Manager/Reviewer	Rating	Plan Date	Assessment Date	Status
<a href="#">Select</a> ARTHUR HALLER		1/28/2013		Employee Plan Signature Needed

[Create New HEAR Plan](#)

The Employee Overview screen is populated with information on the selected employee, including: employee ID#, job title and classification code, department, date of hire, direct supervisor, and whether or not the selected employee is a supervisor.

- If the selected employee is a manager or supervisor, it will be indicated by a 'Yes', as well as a hyperlink to their Direct Reports

### Employee Overview

CARLOS DEHOYOS (00064873) ADMINISTRATION MANAGER (302.9) Public Works & Engineering  
 Hired: 8/2/1993 Supervisor: ARTHUR HALLER (00082808)  
 Is Supervisor: Yes [\(View Reports\)](#)

Click to view employee's Direct Reports Listing

Historical Plan/Assessments:

Manager/Reviewer	Rating	Plan Date	Assessment Date	Status
<a href="#">Select</a> ARTHUR HALLER		1/28/2013		Employee Plan Signature Needed

Create New HEAR Plan

- Clicking on [\(View Reports\)](#) will direct user to a list of Direct Reports that the selected employee is responsible for.



It is important that departmental HR representatives maintain accurate SAP organizational management data, as this is the root source from which the HEAR Interim Application draws its data. Maintaining current information in SAP ensures accurate reporting relationships as well as enables supervisors and managers to maintain conformity to the access privileges granted in the HEAR application security hierarchy.

### HEAR Hierarchy

CARLOS DEHOYOS (00064873)  
 Supervisor: ARTHUR HALLER

Direct Reports:

Name	EMP ID	Last Plan Date
<a href="#">ANGELA WEATHERSPOON</a>	00106208	
<a href="#">MARIA IBARRA</a>	00103521	
<a href="#">ROBERT WILLIAMS</a>	00108850	
<a href="#">URSULA GARCIA</a>	00131275	

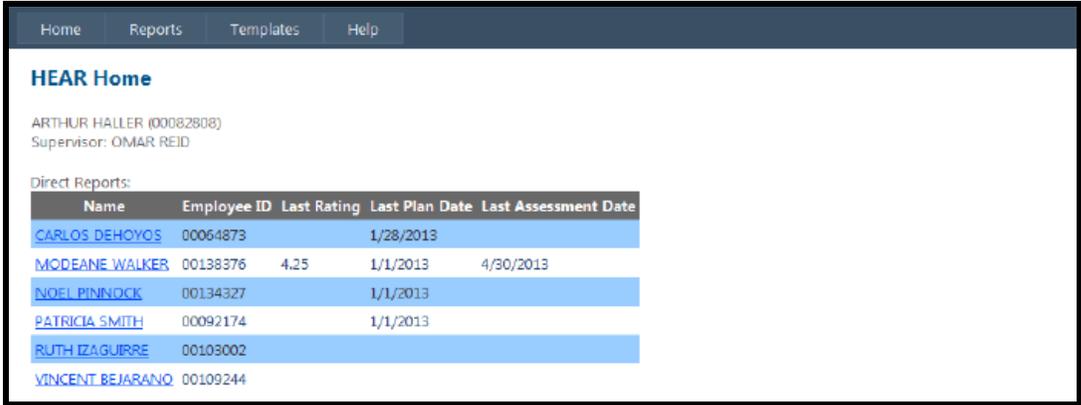
Previous Assessments of you:

Manager	Rating	Plan Date	Assessment Date	Status
<a href="#">ARTHUR HALLER</a>		1/28/2013		Employee Plan Signature Needed



**CREATING A NEW HEAR PLAN, PART 1**

**Step 1: Create Template Name**



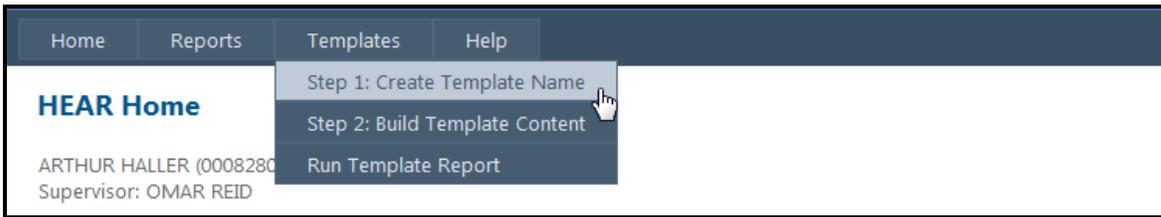
In preparation for this phase of the training, supervisors and managers were required to bring the job description/tasks completed by an employee of their choice, as well as having broken it down into a SMART Goal. This phase of the training requires that information for you to complete the following exercise.



Presently, the HEAR Interim Application **DOES NOT** have a spell-check option. Thus, users are encouraged to populate fields with their data, but to cut/paste into Microsoft Word or other text-editing application, conduct a spell-check, then paste back into the HEAR Interim Application. **Please be sure to populate a semi-colon (;) between each scale if you pre-populate your SMART Goal criteria in MS Word. If you don't populate the semi-colon (;) then the text will NOT wrap.**

- To begin creating a new HEAR Plan or Assessment, the user must first be on the HEAR Home Page.
- Then select **Templates** from the menu bar. A drop-down menu will appear with three (2) steps necessary to follow in order to create a HEAR Performance Work Plan (PWP) for the intended employee.





Then, select **Step 1: Create Template Name** to continue.

	Template Name	Description	Start Date	End Date	Mod Date	Mod By
<input type="button" value="Insert"/> <input type="button" value="Clear"/>			2/18/2013	*		

- The above matrix appears. The user will need to populate each field with the exception of the Start Date, which the system will automatically populate with the current date.

Field Name	Required, Optional, or Conditional	Action
Template	R	Enter the name of the template for the HEAR PWP you are creating
Description	R	Describes the type of template you are creating (i.e. Manager)
Start Date	C	The system defaults to the current date
End Date	R	The end should reflect the expiration of the HEAR PWP. If you select the wrong End Date, you can always return to this page and modify it.
Modified (Mod) Date	C	The application will populate.
Modified (Mod) By	C	The application will populate.

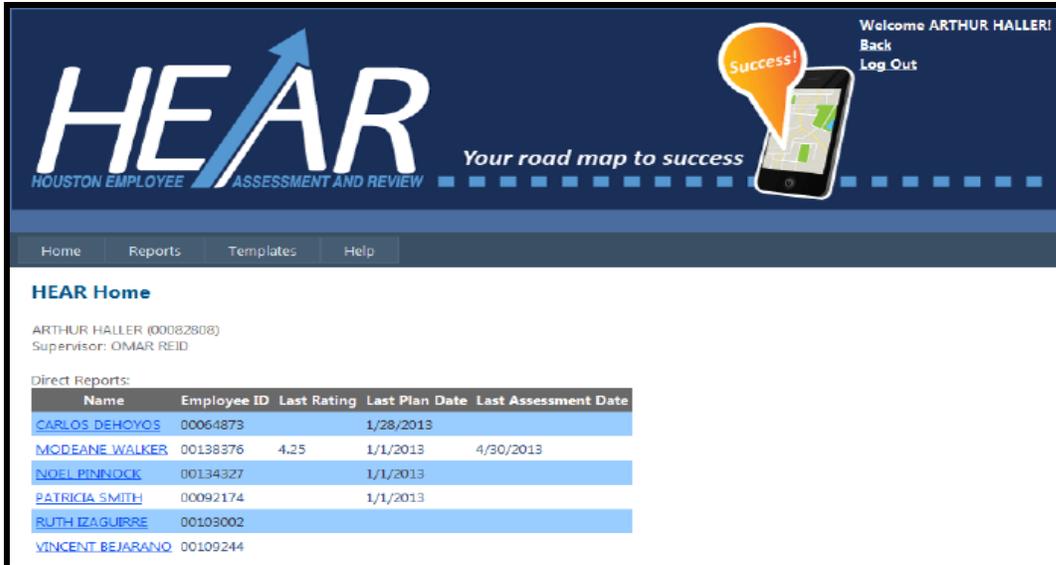


## CREATING A HEAR PERFORMANCE WORK PLAN, PART 2

### Step 2: Building Template Content



The second step in creating a HEAR Performance Work Plan (PWP), is to **build template content**:



- To begin creating a new HEAR Plan or Assessment, the user must first be on the HEAR Home Page.
- Then select **Templates** from the menu bar. A drop-down menu will appear with steps necessary to follow to successfully create a HEAR Performance Work Plan (PWP).



- Select **Step 2: Build Template Content**





- HEAR Process Training for Supervisors and Managers included instruction on the creation of SMART Goals and how those goals will align with the Mayor's Priorities. Each department within the City of Houston has operational goals. The department goals cascade down from the Mayor's Priorities. As each of those goals department's goals is broken down and delegated throughout the chain of command, it eventually reaches the general employee. How the Supervisor or Manager responsible delegates those departmental goals in the form of SMART Goals starts here.
- The user will be directed to the HEAR Performance Work Plan Template Content page.

Home
Reports
Templates
Help

### HEAR Performance Work Plan Template Content

Please Select Template: Manager Template 2012-2013 [Click Here for HR reference Menu](#)

**Template Content Overview Table** (proceed with step-by-step instructions below)

Field Name	Required, Optional, or Conditional	Action
	R	Select one of the Mayor's five priorities (SMART Goals must be aligned to one of these priorities)
	R	Populate a brief description of the employee's job Task(s)
	R	Populate SMART Goals Criteria Description (be sure to use ";" to separate between factor descriptions)
	R	Click the Insert button to populate the row on the template and repeat the steps above until complete

**Note:** The user will populate each field of the matrix with the required information to successfully name a template and build its content.

- Select template that was created and named in Step 1 from the drop-down.

HEAR Performance Work Plan Template Content

Please Select Template: **Administration Manager - HR (E.B. Cape Center)** [Click Here for HR reference Menu](#)

1. Define the SMART Goal(s)

Mayor's Priorities	Tasks	SMART Goals Criteria Description
<input type="button" value="Delete"/> <input type="button" value="Edit"/>	<input type="button" value="Insert"/> <input type="button" value="Clear"/>	5 - Exceptional: [Fill in criteria]; 4 - Exceeds Expectations: [...]; 3 - Meets Expectations: [...]; 2 - Below Expectations: [...]; 1 - Needs Improvement: [...]

- To begin, choose the Mayor's Priorities field

HEAR Performance Work Plan Template Content

Please Select Template: **Administration Manager - HR (E.B. Cape Center)** [Click Here for HR reference Menu](#)

1. Define the SMART Goal(s)

Mayor's Priorities	Tasks	SMART Goals Criteria Description
<input type="button" value="Insert"/> <input type="button" value="Clear"/>	<input type="button" value="Insert"/> <input type="button" value="Clear"/>	5 - Exceptional: [Fill in criteria]; 4 - Exceeds Expectations: [...]; 3 - Meets Expectations: [...]; 2 - Below Expectations: [...]; 1 - Needs Improvement: [...]

DEFINITIONS: Job Development - Support Economic Growth and Jobs \* Infrastructure - Rebuild Houston, Improve Transportation Alternatives, & Modernize and Improve Service Delivery Infrastructure \* Fiscal Responsibility - Effectively Manage the Public's Money \* Public Safety - Prepare for All Hazards through Planning, Prevention, Protection Mitigation, & Recovery \* Quality of Life - Strengthen Neighborhoods, Improve our Environment, Parks and Green Space, Provide Recreational, Wellness, and Educational Opportu

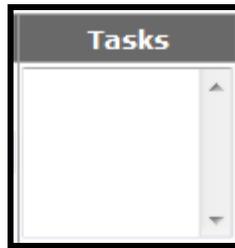


The supervisor or manager may find it helpful to first determine which of the Mayor's Priorities relates best to the employee's job function.



The green exclamation point is a hover that describes the Mayor's Priorities in detail.

Once the Mayor's Priorities field of the matrix has been completed, the user will then move to:



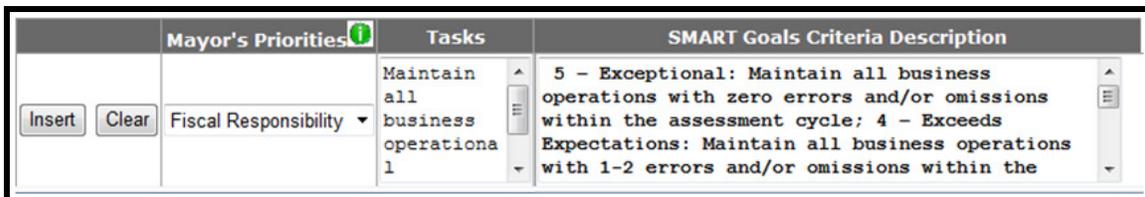
The user will then identify what the task is that the employee performs. In this example, the Priority selected is 'Fiscal Responsibility'. As such, the task must define what exactly and specifically the employee does as it relates to the Priority. In this example, the task is defined as 'Maintain all business operational activities.'



From there, the user will then move to the SMART Goals Criteria Description field of the matrix. Notice the size of each field is very limited with this iteration of the HEAR Interim Application. For that reason, it is important to be mindful that:



- When filling in this field, it is imperative the user utilize semi-colons (;) to separate and wrap the text in the employee PWP.
- Remember to spell-check utilizing Microsoft Word!



To populate the SMART Goals Criteria Description field, the user will have to define the task assigned in terms of work production and assign a numerical value in descending order. In this example, it is broken down this way for this template:

- **5 – Exceptional:** Maintain all business operations with zero errors and/or omissions within the assessment cycle;
- **4 – Exceeds Expectations:** Maintain all business operations with 1-2 errors and/or omissions within the assessment cycle;
- **3 – Meets Expectations:** Maintain all business operations with 3 errors and/or omissions within the assessment cycle;
- **2 – Below Expectations:** Maintain all business operations with 4-6 errors and/or omissions within the assessment cycle;
- **1 – Needs Improvement:** Maintain all business operations with >6 errors and/or omissions within the assessment cycle

Once the user has populated each box of the matrix, hit  . The data is now populated in this field of the matrix. If this has been done correctly, the template has been both named and the content built. The template is now ready to be assigned to an employee.



It is not enough to have broken the Task down into a SMART Goal. Remember to ensure the break down meets the criteria of a **proper** SMART Goal. In this example, the breakdown is:

- **(S) Specific:** With the description clearly stating, 'Maintain all business operations', it is exact; it leaves no room for interpretation or ambiguity.
- **(M) Measurable:** With the description clearly outlining acceptable levels of error for each numerical value from 5 – 1, the employee is aware what levels to work within and what needs to be done to achieve the highest assessment score.
- **(A) Attainable:** With the description clearly defining production that is within the capabilities of the employee (assuming the manager is aware of the employee's level of training, education, and any limitations that may exist with the employee), the task is not at all daunting and lays a path for the employees' success. If anything, it outlines a recurring scenario where the employee has to be vigilant and pay attention to detail. with zero errors and/or omissions within the assessment cycle;
- **(R) Relevant:** With the description clearly defining a task that has to do with Fiscal Responsibility and the business operations at the E.B. Cape Center, it is unquestionably relevant.
- **(T) Time-based:** With the description specifying 'throughout the assessment cycle', the employee knows that it is an ongoing, omnipresent expectation and not one that exists solely for the purpose of scoring their performance.

After successfully populating the above matrix, Behavioral Factors will need to be assigned to the template as well.

2. Specify Behavioral Factor(s) Description	
<b>Template Behavioral Factors</b>	
<input type="button" value="Insert"/>	Adaptability-a. Accept change readily, both in job responsibilities as well as in the work environment; b. Maintain effectiveness when e> ▼
3. Specify Management Behavioral Factor(s) Description <b>[For Supervisors and Managers Only]</b>	
<b>Template Manager Behavioral Factors</b>	
<input type="button" value="Insert"/>	Conflict Resolution-a. Express alternate points of view in a non-threatening way; b. Recognize when it is appropriate to compromise an ▼

There are (19) different Behavioral Factors relevant to the City of Houston's workforce. A drop-down menu provides a complete list. For additional information on any or all of the Behavioral Factors on which an employee can be assessed, refer to the HEAR Reference Manual.

Once a Behavior Factor has been selected from the drop-down and a Behavioral Factor selected, click  .



As assessments for the FY 2012 Assessment Period are closed out, you can select any number of factors for the template; however, beginning with the FY 2013 Assessment Period, a maximum of four (4) Behavioral Factors will be included with a PWP.

- It is imperative to the employee's success, as well as that of the Supervisor or Manager's, to accurately determine which Behavioral Factors most aptly correlate to the employee's job function(s). It would be counter-productive to consider 'Analytical Skills' for General Labor positions, just as it would be to consider 'Safety' for Legal positions.



Given the higher expectations correlating to position and authority, there are additional Behavioral Factors that apply to managers and supervisors only and specifically. If you are designing template for a supervisor or manager, then please select from the (7) Supervisor/Manager Factors. The application will not allow templates with selected Supervisor/Manager Factors to be applied to non-supervisors.



### EXERCISE: BUILDING TEMPLATE CONTENT/DEVELOPING SMART GOALS

Participants should be able to Build Template Content for one of their employees following the steps above. **(Allow 20 minutes for this exercise)**



This completes this section.



**In summary, the participant should have:**

- Viewed the Building Template Content page
- Experimented with the requirements for prioritizing employee job duty(s) into SMART Goal criteria
- Become familiar with the expectation of creating SMART Goals
- Become familiar with aligning SMART Goals with the Mayor's Priorities



## CREATING A NEW HEAR PERFORMANCE WORK PLAN

Now that a template has been created, it may be assigned to an employee. To accomplish this next step, the user must be on the HEAR Home Page.

Welcome ARTHUR HALLER!  
Back  
Log Out

**HEAR Home**

ARTHUR HALLER (00082808)  
Supervisor: OMAR REID

Direct Reports:

Name	Employee ID	Last Rating	Last Plan Date	Last Assessment Date
<a href="#">CARLOS DEHOYOS</a>	00064873		1/28/2013	
<a href="#">MODEANE WALKER</a>	00138376	4.25	1/1/2013	4/30/2013
<a href="#">NOEL PINNOCK</a>	00134327		1/1/2013	
<a href="#">PATRICIA SMITH</a>	00092174		1/1/2013	
<a href="#">RUTH IZAGUIRRE</a>	00103002			
<a href="#">VINCENT BEJARANO</a>	00109244			

From the HEAR Home Page, the manager or supervisor completing the HEAR Performance Work Plan (PWP), or HEAR Plan as it is also referred, select the employee to create the Plan for.

Direct Reports:

Name	Employee ID	Last Rating	Last Plan Date	Last Assessment Date
<a href="#">CARLOS DEHOYOS</a>	00064873		1/28/2013	

Click on the First Employee:  
Carlos de Hoyos

Click the employee's name. The user will be directed to the Employee Overview screen.

**Employee Overview**

CARLOS DEHOYOS (00064873) ADMINISTRATION MANAGER (302.9) Public Works & Engineering  
Hired: 8/2/1993 Supervisor: ARTHUR HALLER (00082808)  
Is Supervisor: Yes [View Reports](#)

Historical Plan/Assessments:

Manager/Reviewer	Rating	Plan Date	Assessment Date	Status
<a href="#">Select</a> ARTHUR HALLER		1/28/2013		Employee Plan Signature Needed

Create New HEAR Plan

Next, click the  button.

The user is directed to an area of the Employee Overview section that will allow for assigning HEAR templates to employees.

### Employee Overview

CARLOS DEHOYOS (00064873) ADMINISTRATION MANAGER (302.9) Public Works & Engineering  
 Hired: 8/2/1993 Supervisor: ARTHUR HALLER (00082808)  
 Is Supervisor: Yes [View Reports](#)

Select a template which applies to this employee: --Please Select Template--

Take notice of the employee who was selected from the HEAR Home Page. The user will select a template which applies to the employee selected.



It may be helpful for the user to understand that while the HEAR Interim Application may be populated with templates during the training session, these templates will not be available beyond this evolution; new templates will need to be created and applied to each employee.

Next, from the drop-down, select the template that you created, named, and built content for. In this example, the template is '**Administration Manager – HR (E.B. Cape Center).**'

### Employee Overview

CARLOS DEHOYOS (00064873) ADMINISTRATION MANAGER (302.9) Public Works & Engineering  
 Hired: 8/2/1993 Supervisor: ARTHUR HALLER (00082808)  
 Is Supervisor: Yes [View Reports](#)

Review Period:	<input type="text"/>	To	<input type="text"/>
Assessment Date	<input type="text"/>	Type of Review	<span style="border: 1px solid gray; padding: 2px;">Annual</span>

**SMART Goals Criteria Description**

- 5 – Exceptional: Maintain all business operations with zero errors and/or omissions within the assessment cycle
- 4 – Exceeds Expectations: Maintain all business operations with 1-2 errors and/or omissions within the assessment cycle
- 3 – Meets Expectations: Maintain all business operations with 3 errors and/or omissions within the assessment cycle
- 2 – Below Expectations: Maintain all business operations with 4-6 errors and/or omissions within the assessment cycle
- 1 – Needs Improvement: Maintain all business operations with >6 errors and/or omissions within the assessment cycle

**Behavioral Factor**

Adaptability

**Supervisor/Manager Factor**

Conflict Resolution

Manager Template 2012-2013  
 Manager Template 2012-2013  
 Test  
 Carlos de Hoyos  
 test  
 Carlos DeHoyos  
 Senior Trainer  
Administration Manager - HR (E.B. Cape Center)

The user should now see that the template they created earlier is populated in a non-editable format. The only information that is required at this point is the dates that the HEAR Performance Work Plan is covering.



The dates that a HEAR Work Plan will cover will vary depending on the employee. Refer to the HEAR Reference Manual for more information on specific varying employee scenarios.

Review Period:	<input type="text"/>	*	To	<input type="text"/>	*
Assessment Date	<input type="text" value="Leave Blank for Now"/>		Type of Review	<input type="text" value="Annual"/>	▼

The user will now populate the 'Review Period' and 'To' fields with the appropriate dates. In this example, the dates would be the current date and April 30, 2013.

Once the dates have been populated, the manager or supervisor completing the Plan will apply his/her signature by clicking .

A pop-up window will appear requesting that the manager or supervisor apply their Employee ID# and Password. This is to validate that the Plan is being completed by the appropriate person with appropriate security credentials.

Drag Me Close

E is required for signature. Example: E012345

Employee ID	<input type="text"/>
Password	<input type="text"/>
<input type="button" value="Sign"/>	

After the user has completed this, the final step to creating a HEAR Performance Work Plan is to **SAVE THE PLAN!** To accomplish this, the user simply clicks , and the Plan is saved; the Plan is active.



At present, there is no auto-save feature built into the HEAR Interim Application. If the user does not click the  now, the data will be lost and will need to be re-selected.

Once the manager or supervisor has assigned the template to an employee and electronically signed the HEAR Performance Work Plan, an email notification is sent to the employee to inform him/her that their plan was completed and is ready for their review. However, this is a non-action item on their part as it does not require their signature at this time, only their review. **(Refer to the Navigation Flowchart for more details)**

The email verbiage reads:

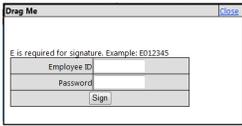
***Your HEAR Performance Work Plan (PWP) has been created by your supervisor or manager. Once signed by your supervisor's or manager's Reviewing Authority, you will receive another time-sensitive email requesting that you review and electronically sign your new HEAR PWP. Your supervisor or manager will need to discuss this plan with you in person before you take the required action in the interim HEAR application (<http://cohapp.cityofhouston.gov/HEAR/>) If you have any questions regarding your HEAR PWP, please contact your immediate supervisor or manager. For technical support, please email us at [hear@houston.tx.gov](mailto:hear@houston.tx.gov), or call your department's HELP Desk.***

Simultaneously, an email is sent to the **Reviewing Authority** for their signature, which reads:

***The HEAR Performance Work Plan (PWP) for (Insert Employee Name), (EMPLID Here) requires your signature. By committing your electronic signature, you support the HEAR PWP created by (Insert Manager's Name) on behalf of (Insert Employee Name). Please log in to the city's interim HEAR application (<http://cohapp.cityofhouston.gov/HEAR/>) to review and sign this work plan. You have 15 calendar days to complete this time-sensitive action. For technical support, please email us at [hear@houston.tx.gov](mailto:hear@houston.tx.gov), or call your department's HELP Desk. (NOTE: Time-sensitive action required)***

The HEAR Performance Work Plan is not a document capable of being edited once it reaches the Reviewing Authority; it is a read-only document.

The Reviewing Authority will log in to their HEAR Home Page where their list of Plans and Assessment awaiting their review and signature will appear. The Reviewing Authority will then simply click the corresponding hyperlink to the employee(s) and click

 , then  , then  . Once the Reviewing Authority has reviewed and electronically signed the HEAR Performance Work Plan, the employee will receive another email notification, which states:

***Your HEAR Performance Work Plan (PWP) needs your electronic signature. Please log into the interim HEAR application (<http://cohapp.cityofhouston.gov/HEAR/>) to review and sign your HEAR PWP. Your supervisor or manager will be meeting with you in person within the next 5-15 days to discuss his/her expectations in detail. You will have 15 calendar days to complete this time-sensitive action. If you have any questions regarding your HEAR PWP, please contact your immediate supervisor or manager. For technical support, please email us at [hear@houston.tx.gov](mailto:hear@houston.tx.gov), or call your department's HELP Desk. (NOTE: Time-sensitive action required)***

The employee is now required to log into the HEAR Interim Application and electronically sign and save their HEAR Performance Work Plan. To accomplish this, the employee will notice on their HEAR Home Page that their Plan is in need of their signature.

**HEAR Home**

CARLOS DEHOYOS (00064873)  
 Supervisor: ARTHUR HALLER

Direct Reports:

Name	Employee ID	Last Rating	Last Plan Date	Last Assessment Date
<a href="#">ANGELA WEATHERSPOON</a>	00106208			
<a href="#">MARIA IBARRA</a>	00103521			
<a href="#">ROBERT WILLIAMS</a>	00108850			
<a href="#">URSULA GARCIA</a>	00131275			

Previous Assessment(s) for you:

Manager/Reviewer	Rating	Plan Date	Assessment Date	Status
<a href="#">ARTHUR HALLER</a>		2/21/2013		Employee Plan Signature Needed

Employee will notice signature is needed

The employee will click on his/her manager or supervisor's name which is hyperlinked to their PWP. This will direct the employee to their plan where they will have their first opportunity under the new Houston Employee Assessment and Review modality to come to know exactly what their supervisor or manager is expecting of them.

**(THIS AREA INTENTIONALLY LEFT BLANK)**

**Employee HEAR Form**

CARLOS DEHOYOS (00064873) ADMINISTRATION MANAGER (302.9) Public Works & Engineering  
 Hired: 8/2/1993 Supervisor: ARTHUR HALLER (00082808)  
 Is Supervisor: Yes

Employee refused to sign the HEAR Plan

Review Period:	2/21/2013	To	4/30/2013
Assessment Date	Type of Review	Annual	

**SMART Goals Criteria Description**

5 – Exceptional: Maintain all business operations with zero errors and/or omissions within the assessment cycle

4 – Exceeds Expectations: Maintain all business operations with 1-2 errors and/or omissions within the assessment cycle

3 – Meets Expectations: Maintain all business operations with 3 errors and/or omissions within the assessment cycle

2 – Below Expectations: Maintain all business operations with 4-6 errors and/or omissions within the assessment cycle

1 – Needs Improvement: Maintain all business operations with >6 errors and/or omissions within the assessment cycle

**Behavioral Factor**

Adaptability

**Supervisor/Manager Factor**

Conflict Resolution

Manager's Signature: 082808	Date: 2/21/2013 3:38:39 PM
Reviewing Authority Signature: 139246	Date: 2/21/2013 4:35:32 PM
Employee Signature: <span style="border: 1px solid black; background-color: yellow; padding: 2px 10px;">Employee Signature</span>	Date:

Save Plan Signature

When the employee sees this document, he/she will understand what is expected during the assessment period. What the employee should also understand is that the criterion utilized to populate this document was derived from their manager's or supervisor's level of understanding of their employee's skill set based on previous performance, assessments, and departmental goals; nothing on the employee HEAR Performance Work Plan is subjective, but rather objective and designed to accomplish two things:

1. Align the employee's tasks with the department's role in complying with the mayor's priorities.
2. Establish a "Road Map to Success" for the employee.

Once the employee has had an opportunity to review his/her PWP, it must be signed and saved.

The employee will click **Employee Signature**, then **Save Plan Signature**.

In the highly unlikely event the employee wishes to exercise their right to refuse to sign the HEAR Performance Work Plan, the employee would simply check the box and **Save Plan Signature**.

If this event should occur, the manager or supervisor responsible for this employee would receive an email notification which reads:

***(Insert Employee Name) has refused to sign his/her HEAR Performance Work Plan (PWP) or Assessment. Although he/she has refused to sign, the PWP and/or assessment rating will be recorded submitted. The employee may seek an alternative resolution route to address unresolved concerns, but do note that the work must proceed. If you have any questions regarding this action, please contact your immediate manager. For technical support, please email us at [hear@houstontx.gov](mailto:hear@houstontx.gov).***



At this point, the resolution would include measures outside the scope of this manual or its intended training purposes. For more information regarding employee matters, please consult your departmental HR representative.

Once these actions and notifications have occurred, the employee's manager or supervisor receives the following notification:

***The HEAR Performance Work Plan (PWP) for (Insert Employee Name), (Insert EMPLID Here), is now active. In compliance with AP 3-20, you should meet with (Insert Employee Name) at least twice this year to discuss his/her progress prior to facilitating the final HEAR assessment. Please review the HEAR Process Reference Manual for additional support. Both the policy and manual are available via [www.houstontx.gov/hear.html](http://www.houstontx.gov/hear.html). For technical support, please email us at [hear@houstontx.gov](mailto:hear@houstontx.gov) or call your department's HELP Desk.***

At this point, the manager or supervisor responsible for the employee in this example is now responsible for conducting two (2) Work Progress Meetings throughout the assessment period. To facilitate these meetings, the manager or supervisor will utilize the Work Progress Meeting and Coaching Form (a fillable and printable pdf - **DO NOT ATTEMPT TO SAVE**) from <http://www.houstontx.gov/hr/hear.html> or the application Home Page:

**HEAR Home**

ARTHUR HALLER (00082808)  
 Supervisor: OMAR REID

Direct Reports: [Click Here for HR Performance Coaching and Meeting Form](#)

Name	Employee ID	Last Rating	Last Plan Date	Last Assessment Date
------	-------------	-------------	----------------	----------------------

**HEAR**  
 HOUSTON EMPLOYEE ASSESSMENT AND REVIEW

**SUPERVISOR'S WORK PROGRESS MEETING & COACHING FORM**

Employee's First Name:		Last Name:	
Employee's ID Number:			
Position Title:			
Meeting Date:			
Areas where SMART goals and behavioral factors are being met or exceeded:			
Areas where improvement is needed:			
Employee Comments:			
Supervisor Comments:			
ACKNOWLEDGMENT SIGNATURES			
Employee's Name Printed	Signature	Date	
Supervisor's Name Printed	Signature	Date	
Reviewing Authority Signature (optional)	Date		

*Distribution: Original to supervisor, copy to employee*

THE CITY OF HOUSTON IS A GREAT PLACE TO WORK!

Employees whose supervisor's job title is other than that identified in column "H" of Form 4-100002



**EXERCISE: ASSIGNING TEMPLATES, SIGNING WORK PLANS**

Participants should be able to assign a template and create a HEAR Performance Work Plan and populate a Work Progress/Coaching Meeting Form following the steps above. **(Allow 15 minutes for this exercise)**



This completes this section.



**CREATING/PERFORMING A HEAR EMPLOYEE ASSESSMENT**

The user will begin from their HEAR Home Page as illustrated below.

**HEAR Home**

ARTHUR HALLER (00082808)  
 Supervisor: OMAR REID

Direct Reports: [Click Here for HR Performance Coaching and Meeting Form](#)

Name	Employee ID	Last Rating	Last Plan Date	Last Assessment Date
<a href="#">CARLOS DEHOYOS</a>	00064873		1/28/2013	
<a href="#">MODEANE WALKER</a>	00138376	4.25	1/1/2013	4/30/2013
<a href="#">NOEL PINNOCK</a>	00134327	5.00	1/1/2013	2/20/2013
<a href="#">PATRICIA SMITH</a>	00092174		1/1/2013	
<a href="#">RUTH IZAGUIRRE</a>	00103002			
<a href="#">VINCENT BEJARANO</a>	00109244	5.00	2/20/2013	2/21/2013

Previous Assessment(s) for you:

Manager/Reviewer	Rating	Plan Date	Assessment Date	Status
<a href="#">OMAR REID</a>		1/1/2013		Manager Review Signature Needed

*Note: A red arrow points from a yellow box labeled "Selected employee" to the row for CARLOS DEHOYOS in the Direct Reports table.*

From this screen, the manager or supervisor will select the employee they wish to assess. For this example, the same employee is selected.

Next, the Employee Overview section of the HEAR Interim Application will appear. All employees who are eligible for an annual assessment will appear. For this example, there is only one employee. The user will click [Select](#) to begin the assessment.

**Employee Overview**

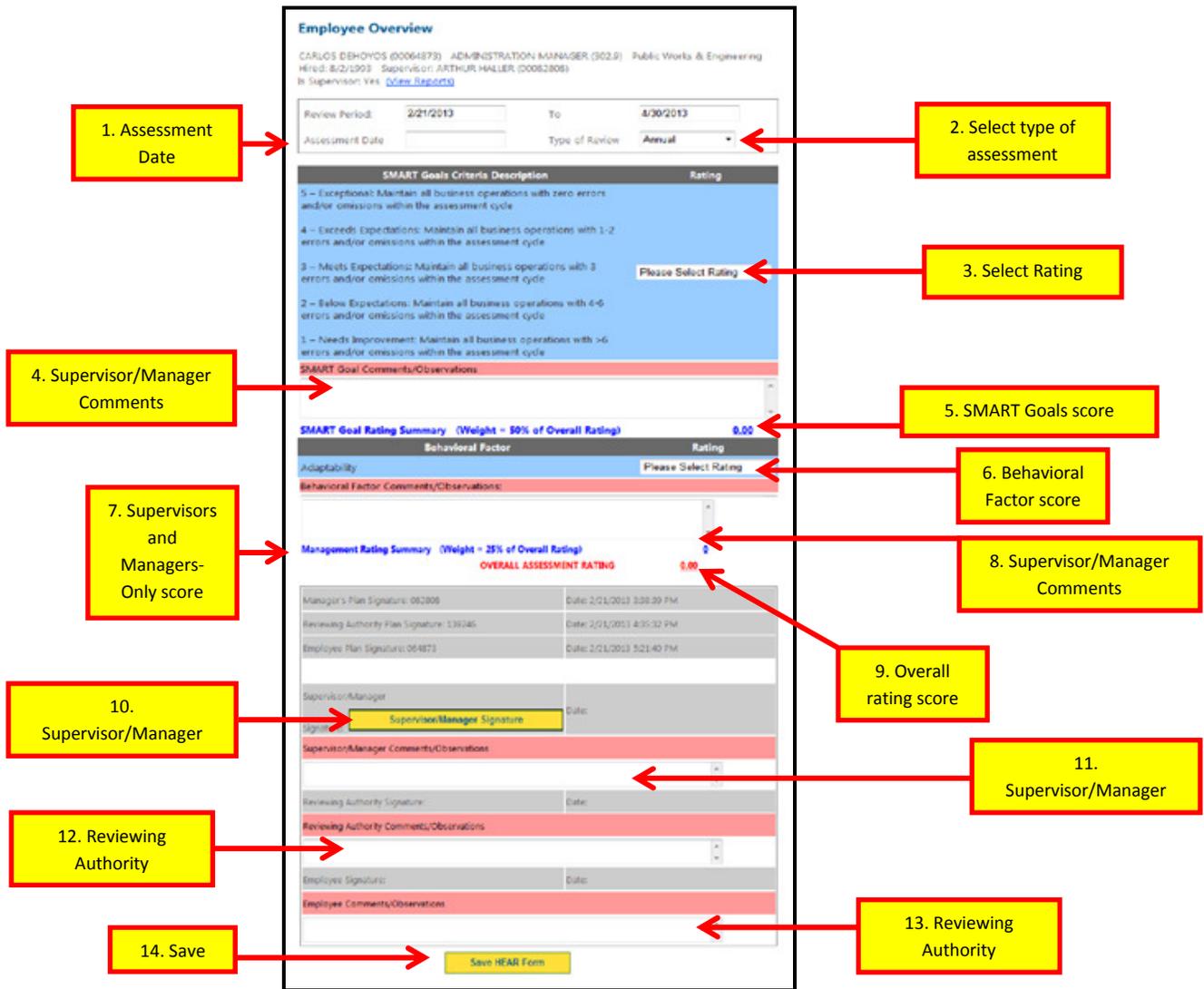
CARLOS DEHOYOS (00064873) ADMINISTRATION MANAGER (302.9) Public Works & Engineering  
 Hired: 8/2/1993 Supervisor: ARTHUR HALLER (00082808)  
 Is Supervisor: Yes [View Reports](#)

Historical Plan/Assessments:

Manager/Reviewer	Rating	Plan Date	Assessment Date	Status
<a href="#">Select</a> ARTHUR HALLER		2/21/2013		Manager Review Signature Needed

[Create New HEAR Plan](#)

*Note: A red arrow points from a yellow box labeled "The status let's you know that an assessment is pending" to the "Manager Review Signature Needed" status in the Historical Plan/Assessments table.*



This screenshot shows the top portion of the 'Employee Overview' form. At the top, it displays the employee's name (CARLOS DEHOYOS), title (ADMINISTRATION MANAGER), and supervisor (ARTHUR HALLER). Below this is the 'Review Period' (2/21/2013 to 4/30/2013) and 'Assessment Date' fields. The 'Type of Review' dropdown menu is open, showing options: Annual (selected), Probation 5 month, Probation 11 month, Promotion, and Unscheduled. Below the dropdown is the 'SMART Goals Criteria Description' section, which lists performance levels from 5 (Exceptional) to 1 (Needs Improvement). A callout box on the right points to the 'Annual' option in the dropdown, with the text 'Accept the Default → Annual'.

The user will determine and select from the drop-down the type of assessment being conducted. The scenarios in which the types of assessments will be held is available in the HEAR Reference Manual, or you may consult your departmental HR representative.

Additionally, the user will populate the date field. When the cursor is placed into the field, the system calendar will appear and the date can be clicked on to select current date.

Next, the user will review the SMART Goal Description Criteria with the employee. Once the review is completed, the user will select from the drop-down a numerical value to be placed upon the assessment of the employee having met the criteria for the corresponding rating score between 5 – 1. A remarks section is available beneath the score display for comments relating to the SMART Goals assessment.



Both the SMART Goals and the Behavioral Factor comprise 50% each of the Final Rating Score!

SMART Goals Criteria Description	Rating
5 – Exceptional: Maintain all business operations with zero errors and/or omissions within the assessment cycle	
4 – Exceeds Expectations: Maintain all business operations with 1-2 errors and/or omissions within the assessment cycle	
3 – Meets Expectations: Maintain all business operations with 3 errors and/or omissions within the assessment cycle	5 Exceptional
2 – Below Expectations: Maintain all business operations with 4-6 errors and/or omissions within the assessment cycle	
1 – Needs Improvement: Maintain all business operations with >6 errors and/or omissions within the assessment cycle	
<b>SMART Goal Comments/Observations</b>	
Don't Forget to Make Objective Comments ( <b>Remember to SPELL CHECK</b> )	

Next, the user will move to the Behavioral Factors portion of the assessment. Again, the user will select from the drop-down a numerical value to apply to the Behavioral Factors portion of the assessment. Also, comments pertaining to this field only should go in the Comments section.

Behavioral Factor	Rating
Adaptability	4 Exceeds Expectations
<b>Behavioral Factor Comments/Observations:</b>	
Don't Forget to Make Objective Comments ( <b>Remember to SPELL CHECK</b> )	

In the case of manager's or supervisor's assessments, there is an additional data field which would be populated in the same manner as the one's listed above. For this example, it does not apply.

Supervisor/Manager Factor	Rating
Conflict Resolution	Please Select Rating
Supervisor/Manager Factor Comments/Observations	
Don't Forget to Make Objective Comments ( <b>Remember to SPELL CHECK</b> )	

As with the other aspects of the HEAR Application, everything is validated by electronic signature.

For the scores to be tabulated by the Application, the  must be

clicked, followed by

, then

The score provided by the Application will factor all scores to an average among those entered. For example, if SMART Goals has a '5' entered and Behavioral Factors has a '4' entered, the average between the two would equal 4.5. This would be the overall rating score. The HEAR Rating Legend provides a scale of where the employee's score places them.

HEAR Rating Legend
5.00 to 4.40 - Exceptional
4.39 to 3.70 - Exceeds Expectations
3.69 to 3.00 - Meets Expectations
2.99 to 2.00 - Below Expectations
1.99 to 1.00 - Needs Improvement



**EXERCISE: CREATING / PERFORMING AN EMPLOYEE ASSESSMENT**

Participants should be able to populate and perform a HEAR Assessment Form following the steps above. **(Allow 15 minutes for this exercise)**



ompletes this section.



## HEAR ASSESSMENT SIGNATURE PROCESS

The signature process following an employee HEAR Assessment is generally the same as is the process for the HEAR Performance Work Plan (PWP). The verbiage of the email notifications is similar, but representative of the Assessment needing a signature vice the Plan.

***Your HEAR Performance Work Plan has been rated and signed by your supervisor or manager. He/she will be discussing your assessment rating in detail with you within the next 5-15 days; this next step will occur after your supervisor's or manager's reviewing authority has reviewed and signed your final HEAR rating. Shortly following, you will receive another time-sensitive email requesting that you review and electronically sign your final HEAR assessment. If you have any questions regarding your final HEAR assessment rating, please contact your immediate supervisor or manager. For technical support, please email us at [hear@houston.tx.gov](mailto:hear@houston.tx.gov), or call your department's HELP Desk.***

The employee will log in to his/her HEAR Home Page after being alerted that their HEAR Assessment is ready for their review.

Meanwhile, the Reviewing Authority also receives an email indicating there is a HEAR Assessment awaiting their review. The Assessment is non-editable and is read-only. The Reviewing Authority

will review the document, then click Reviewing Authority Signature, followed



by Save HEAR Form. When this process has been completed, the employee may then log in to see that their Assessment is ready for their review.

When the employee logs in to their HEAR Home Page, the alert to review their Assessment appears at the bottom of the page:

Previous Assessment(s) for you:				
Manager/Reviewer	Rating	Plan Date	Assessment Date	Status
<a href="#">ARTHUR HALLER</a>	4.75	2/21/2013	5/1/2013	Employee Review Signature Needed

The employee will click on their manager or supervisor's name which is hyperlinked to their HEAR Assessment. The employee will review the read-only document and then click Employee Signature,



then Save Comment & Signature. The employee's annual HEAR Assessment is now complete. The employee's HEAR Home Page reflects the following:

Previous Assessment(s) for you:				
Manager/Reviewer	Rating	Plan Date	Assessment Date	Status
<a href="#">ARTHUR HALLER</a>	4.75	2/21/2013	5/1/2013	Complete

## LOCKING THE ASSESSMENT

The final step in committing the assessment into archival status is to lock the assessment. To complete this final and crucial element in the process; the manager or supervisor will log into their HEAR Home Page.

### Employee Overview

RICHARD FEEHAN (00131194) SENIOR TRAINER (421.3) Public Works & Engineering  
 Hired: 4/30/2007 Supervisor: MODEANE WALKER (00138376)  
 Is Supervisor: No

Historical Plan/Assessments:

	Manager/Reviewer	Rating	Plan Date	Assessment Date	Status
<a href="#">Select</a>	MODEANE WALKER	4.50	2/27/2015	4/30/2015	Locked
<a href="#">Select</a>	MODEANE WALKER	3.00	5/1/2013	4/30/2014	Employee Review Signature Needed
<a href="#">Select</a>	MODEANE WALKER	4.00	2/27/2013	4/30/2014	Complete
<a href="#">Select</a>	MODEANE WALKER	4.00	1/1/2013	4/30/2013	Locked

Complete status must be LOCKED



After the employee signs his/her assessment following the final HEAR review meeting, the manager is required to lock it. This will be the second time the manager or supervisor has seen this particular assessment. Thus, there will be an understanding that this action on their part will enable the final rating to be exported to SAP.

The manager or supervisor will click the employee's name that has the status of **Complete**. From here, the manager or supervisor will scroll to the bottom of the assessment, and then click the



button to lock the employee's rating.



## EXERCISE: ROUTE AN EMPLOYEE ASSESSMENT

Participants should be able to route a HEAR Assessment between all parties following the steps above and learn how to lock a **completed** assessment. **(Allow 10 minutes for this exercise)**



This completes this section.

**(THIS AREA INTENTIONALLY LEFT BLANK)**



**REPORTS, PART 1 – HEAR EMPLOYEE PLAN REPORT**

One of the many administrative functions built into the HEAR Interim Application is the ability for supervisors, managers, and departmental HEAR Administrators to view and print existing HEAR Performance Work Plans and HEAR Assessments.

To accomplish this, the user will log in to their HEAR Home Page, and refer to the Menu Bar

The screenshot shows the HEAR Home page. At the top is a dark blue menu bar with buttons for Home, Reports, Templates, Admin Report, and Help. A red arrow points from a yellow box labeled 'Menu Bar' to the right side of the menu bar. Below the menu bar, the page title is 'HEAR Home'. The user information is 'ARTHUR HALLER (00082808)' with supervisor 'OMAR REID'. There is a link for 'Direct Reports: Click Here for HR Performance Coaching and Meeting Form'. Below this is a table of direct reports:

Name	Employee ID	Last Rating	Last Plan Date	Last Assessment Date
<a href="#">CARLOS DEHOYOS</a>	00064873	4.75	2/21/2013	5/1/2013
<a href="#">MODEANE WALKER</a>	00138376	4.25	1/1/2013	4/30/2013
<a href="#">NOEL PINNOCK</a>	00134327	5.00	1/1/2013	2/20/2013
<a href="#">PATRICIA SMITH</a>	00092174		1/1/2013	
<a href="#">RUTH IZAGUIRRE</a>	00103002			
<a href="#">VINCENT BEJARANO</a>	00109244	5.00	2/20/2013	2/21/2013

From the Menu Bar, the user will select **Reports**, which will activate a drop-down menu

This screenshot shows the 'Reports' menu open. The menu items are 'Employee Plan Report' and 'Employee Assessment Report'. The user information 'ARTHUR HALLER (00082808)' and supervisor 'OMAR REID' are visible below the menu.

From the drop-down menu, the user will select **Employee Plan Report**

The user is directed to the HEAR Employee Plan Report page

The screenshot shows the 'HEAR Employee Plan Report' page. It features a table with the following data:

Manager	Rating	Plan Date	Assessment Date	Status
<a href="#">Run Plan Report</a> OMAR REID		1/1/2013		Manager Review Signature Needed

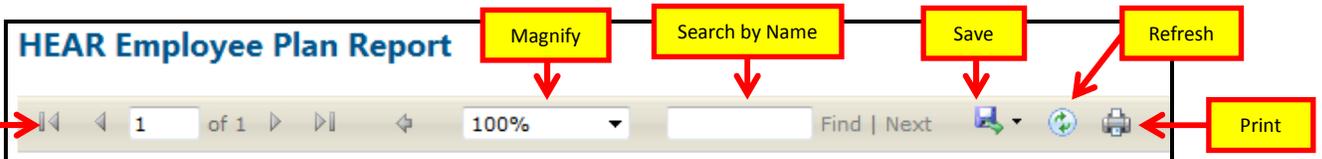
**Run Plan Report**

is a hyperlink that will direct the user to HEAR Performance Work Plans that are in need of a signature. The documents are read-only in this environment, but are printable.

The user will click the hyperlink and be directed to the Employee Performance Work Plan page.



From this view, the user can view each field of a PWP. Additionally, this area houses all reports previously completed for each of the user's Direct Report employees. The user can scroll through the existing documents by either entering specific page number(s) of documents (if known), or can scroll through the documents utilizing the Tool Bar. The Tool Bar offers the additional functionality of being able to search by name, save, refresh, magnify, and print.



## REPORTS, PART 2 – EMPLOYEE ASSESSMENT REPORT

The user may also wish to view and print existing Employee Assessments. To accomplish this task, the user must be logged in to their HEAR Home page.

The screenshot shows the HEAR Home page. At the top, there is a navigation bar with the following items: Home, Reports, Templates, Admin Report, and Help. A red arrow points from a yellow box labeled "Menu Bar" to the right side of this navigation bar. Below the navigation bar, the page displays the user's name "ARTHUR HALLER (00082808)" and their supervisor "OMAR REID". Under "Direct Reports:", there is a link "Click Here for HR Performance Coaching and Meeting Form" and a table of direct reports.

Name	Employee ID	Last Rating	Last Plan Date	Last Assessment Date
<a href="#">CARLOS DEHOYOS</a>	00064873	4.75	2/21/2013	5/1/2013
<a href="#">MODEANE WALKER</a>	00138376	4.25	1/1/2013	4/30/2013
<a href="#">NOEL PINNOCK</a>	00134327	5.00	1/1/2013	2/20/2013
<a href="#">PATRICIA SMITH</a>	00092174		1/1/2013	
<a href="#">RUTH IZAGUIRRE</a>	00103002			
<a href="#">VINCENT BEJARANO</a>	00109244	5.00	2/20/2013	2/21/2013

From the Menu Bar, the user will select **Reports**, which will activate a drop-down menu

The screenshot shows the HEAR Home page with the "Reports" menu item in the navigation bar highlighted. A drop-down menu is open, showing two options: "Employee Plan Report" and "Employee Assessment Report". A mouse cursor is pointing at the "Employee Assessment Report" option.

From the drop-down menu, the user will select **Employee Assessment Report**

The user is directed to the HEAR Employee Assessment Report page

The screenshot shows the HEAR Employee Assessment Report page. The navigation bar is the same as in the previous screenshots. The main content area has the title "HEAR Employee Assessment Report" and a table with the following data:

Manager	Rating	Plan Date	Assessment Date	Status
<a href="#">Run Assessment Report</a> OMAR REID		1/1/2013		Manager Review Signature Needed

**Run Assessment Report**

is a hyperlink that will direct the user to HEAR Employee Assessments that are in need of a signature. The documents are read-only in this environment, but are printable.

The user will click the hyperlink and be directed to the Employee Assessment Report page.

### HEAR Employee Assessment Report





**Employee Performance Work Plan**

---

ARTHUR HALLER (00082808) DIVISION MANAGER (303.0) Human Resources  
 Hired: 10/19/1983 Supervisor: OMAR REID (00139246)  
 Is Supervisor: Yes

Employee refused to sign the HEAR Assessment

Review Period: 1/1/2013	To: 4/30/2013
Assessment Date: 1/1/0001	Type of Review: Annual

Smart Goal Criteria	Rating
<b>Senior Management Test</b>	
1- Unacceptable [Fill in criteria]	Please Select Rating
2- Needs Improvement [...]	
3-Acceptable [...]	
4- Exceeds Expectations [...]	
5-Outstanding [...]	
Smart Goal Comments/Observations	
<b>SMART Goal Rating Summary (Weight = 50% of Overall Rating)</b>	
Behave Factor	Rating
Analytical Skills	Please Select Rating
Employee Development	Please Select Rating
Behavioral Factor Comments/Observations	
<b>Behavioral Factor Rating Summary (Weight = 50% of Overall Rating)</b>	
Supervisor/Manager Factor	Rating
Cost Consciousness	Please Select Rating
Managing People	Please Select Rating
Performance Coaching	Please Select Rating
Supervisor/Manager Factor Comments/Observations	
<b>Management Rating Summary (Weight = 25% of Overall Rating)</b>	
<b>OVERALL ASSESSMENT RATING</b>	
Manager Plan Signature : 139246 (OMAR REID)	Date: 1/22/2013
Reviewing Authority Signature: 082999(WAYNETTE CHAN)	Date: 1/22/2013
Employee Signature: 082808(ARTHUR HALLER)	Date: 1/22/2013
Supervisor/Manger Signature: (OMAR REID)	Date: 1/1/0001
Supervisor/Manager Comments/Observations	
Reviewing Authority Signature: (WAYNETTE CHAN)	Date: 1/1/0001
Reviewing Authority Comments/Observations	
Employee Comments/Observations	
Employee Signature:	





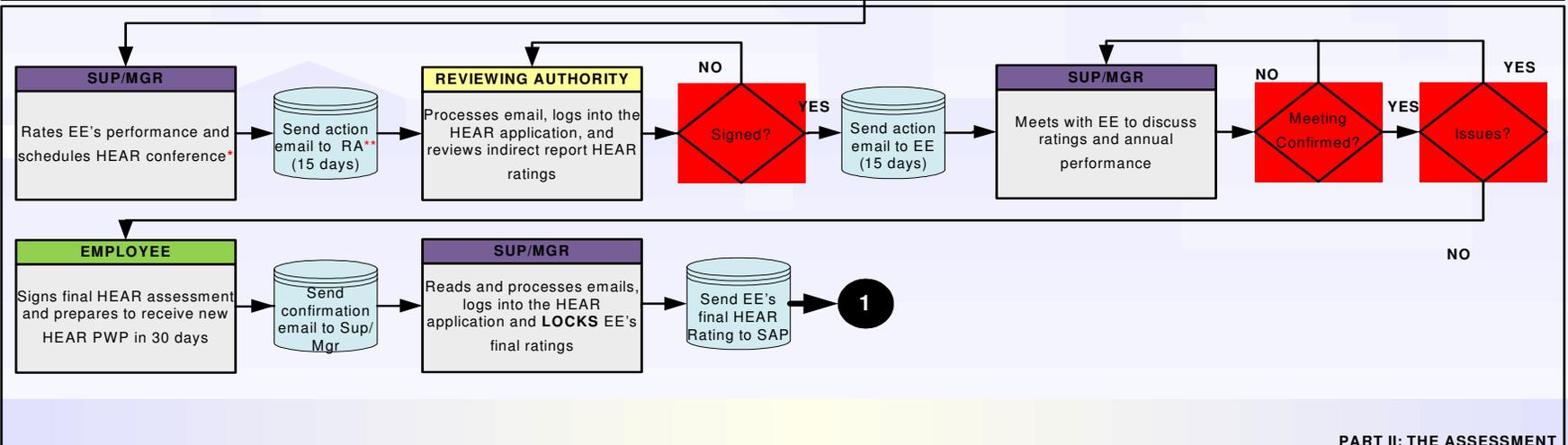
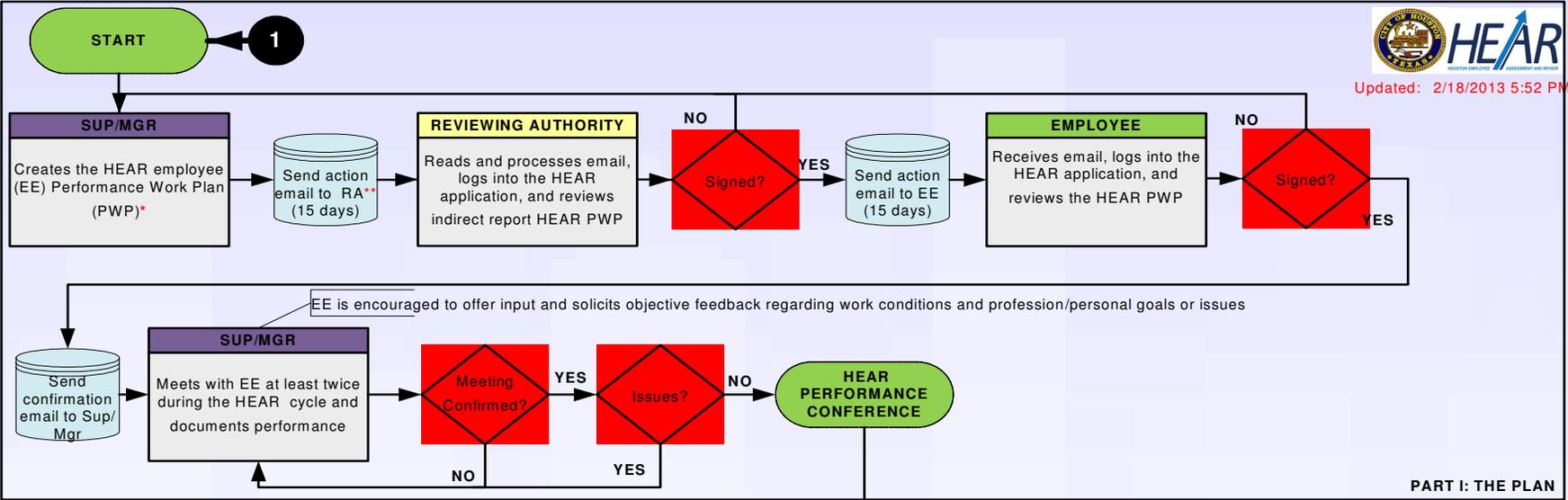
# APPENDICES

# APPENDIX A: HEAR PROCESS FLOWCHART (NAVIGATION PERSPECTIVE)

## HEAR APPLICATION PROCESS FLOWCHART (NAVIGATIONAL PERSPECTIVE)



Updated: 2/18/2013 5:52 PM



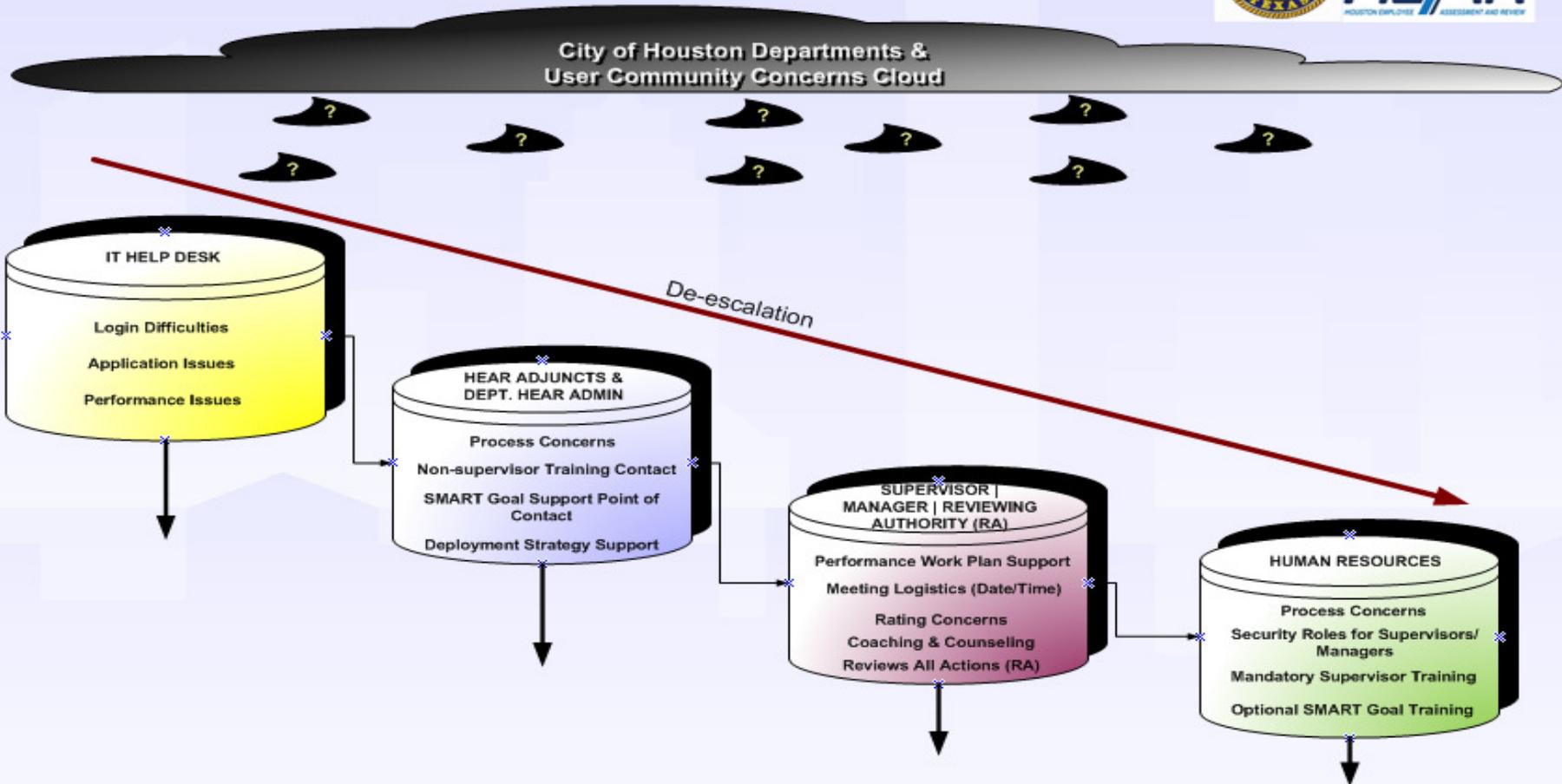
More Information - [houstontx.gov/hr/hear.html](http://houstontx.gov/hr/hear.html)

Need Help - [hear@houstontx.gov](mailto:hear@houstontx.gov) (email)

\*Supervisor/Manager will have a strategic pre-discussion with employee and reviewing authority prior to the creating the work plan or completing the final assessment (on-going communications)  
 \*\* Employee will receive an initial acknowledgement email alerting him/her that the PWP has been created (no action required by the EE at this step) (RA = Reviewing Authority)

Prepared by: Noel A. Pinnock, MPA, CPM

**HEAR PROCESS & APPLICATION HELP DE-ESCALATION**  
**Strategic Workgroup Assistance Teams (SWAT)**



- ✓ Internal Help Desk Analysts
- ✓ Escalates Process Issues
- ✓ Email: [HITSCustomerServiceCenter@houstontx.gov](mailto:HITSCustomerServiceCenter@houstontx.gov)

- ✓ Across Departments
- ✓ Trained Facilitators & Administrators
- ✓ Quick Point of Contact (POC)

- ✓ Performance Work Plan Architect
- ✓ Develop Performance Measures
- ✓ Documents Performance (Ongoing)
- ✓ Provides Feedback (Twice Yearly)
- ✓ Closest to the Employee

- ✓ HEAR System Administrators
- ✓ Functional & Technical Expertise
- ✓ E.B. Cape Center (Training Questions)
- ✓ Email: [hear@houstontx.gov](mailto:hear@houstontx.gov)
- ✓ Website: [www.houstontx.gov/hr/hear.html](http://www.houstontx.gov/hr/hear.html)

**This support model (De-escalation) will ensure issues are resolved at the level closest to the employee.**

**APPENDIX C: HEAR QUICK REFERENCE TABLE PG 1**



**HEAR Quick Reference Table**

The table below identifies those activities supervisors and managers will be required to discontinue, begin, and resume as a result of the HEAR implementation:

From the EPE System		To the HEAR Process
STOP DOING THIS		START DOING THIS
We will <b>STOP</b> ...Referring to the process as the Employee Performance Evaluation or "EPE"	Instead we will <b>START</b> ...	Referring to the process as the Houston Employee Assessment and Review or "HEAR"
<b>STOP</b> ...Following Mayor's Policies 112 and 115, formerly supplements to Chapter 14, Article II, Division 13, Section 14-162 of the Code of Ordinances, the governing authority for the process	Instead, our new governing authorities are:	Administrative Procedures 3-20 and revised HEAR Guidelines, that are now supplemental to Chapter 14, Article II, Division 13, Section 14-162 of the Code of Ordinances
We will <b>STOP</b> ...Writing job duties independent to the position	Instead we will <b>START</b> ...	Developing SMART goals
We will <b>STOP</b> ... Developing employee work plans independently	Rather, we will <b>BEGIN</b> to...	<ul style="list-style-type: none"> <li>Align departmental goals with COH strategic goals/objectives</li> </ul>
	And we will...	<ul style="list-style-type: none"> <li>Align employee goals with department/division goals/objectives to show how employees contribute to the city's success</li> </ul>
	But most important we will <b>START</b> ...	<ul style="list-style-type: none"> <li>Collaborating with the employee to develop the work plans</li> </ul>
We will <b>STOP</b> ...Using the terms "Performance" and "Optional" Factors	Instead we will <b>START</b> ...	Using the terms " <b>Behavioral</b> " and " <b>Supervisor/Manager</b> " Factors

APPENDIX D: HEAR QUICK REFERENCE TABLE PG 2



HEAR Quick Reference Table (continued)

From the EPE System		To the HEAR Process
<b>Stop Doing</b>		<b>Start Doing</b>
We will <b>STOP</b> ...Assigning the following as <i>Performance Factors</i> :	Rather, we will <b>START</b> ...	Assigning the following as <b>Behavioral Factors</b> :
• Attendance & Punctuality	Is now:	• Attendance & Punctuality
• Communication	Is now:	• Communication (Includes verbal & written)
• Interpersonal Skills	Is now:	• Communication (Includes verbal & written)
• Job/Technical Knowledge	Is now:	• Job Knowledge
• Productivity	Is now:	• Job Performance
• Safety Awareness/Performance Record	Is now:	• Safety and Security
We will <b>STOP</b> ...Assigning the following as <i>Optional Factors</i> :	Rather, we will <b>START</b> ...	Assigning the following as <b>Behavioral Factors</b> :
• Employee Relations	Is now:	• Diversity Commitment (Manager/Supervisor Factor)
• Financial Management	Is now:	• Cost Consciousness (Manager/Supervisor Factors)
• Leadership	Is now:	• Leadership (Manager/Supervisor Factors)
• Maintenance of Equipment	Is now:	• Not currently listed
• Planning/Organizing	Is now:	• Planning and Organization
• Problem Solving/Decision Making	Is now:	• Problem Solving
We will <b>STOP</b> ...Assigning unrestricted numbers of Performance or Optional Factors	Instead we will <b>START</b> ...	Assigning up to four (4) Behavioral Factors
	And <b>begin</b> ...	• Documenting specific examples to support ratings
	As well as <b>START</b> ...	• Aligning employee behavioral factors with departmental core values

**APPENDIX E: HEAR QUICK REFERENCE TABLE, PG 3**



HEAR Quick Reference Table (continued)

From the EPE System		To the HEAR Process
<b>Stop Doing</b>		<b>Start Doing</b>
We will <b>STOP</b> ...Discussing performance with the employee only at the evaluation	Rather, we will ensure we <b>START</b> ...	Discussing performance with employees throughout the year (quarterly or at least twice a year)
	And begin...	<ul style="list-style-type: none"> <li>Communicating expectations during the planning session</li> </ul>
	As well as...	<ul style="list-style-type: none"> <li>Provide on-going feedback and in-the-moment coaching as performance issues are encountered</li> </ul>
	And <b>START</b> ...	<ul style="list-style-type: none"> <li>Encouraging two-way channels of communication during work progress reviews</li> </ul>

We will <b>STOP</b> using the following rating scale and terminology:	Instead, we will we <b>START</b> ...	Using the following terminology to describe ratings:
5 = Outstanding	Is now:	5 = Exceptional
4 = Strong	Is now:	4 = Exceeds Expectations
3 = Effective	Is now:	3 = Meets Expectations
2 = Needs Improvement	Is now:	2 = Below Expectations
1 = Unacceptable	Is now:	1 = Needs Improvement

We will <b>STOP</b> ...Using the term "evaluation" to describe the final appraisal process	<b>Instead we will START</b> ...	Using the term "assessment" to describe the final rating process
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**APPENDIX F: HEAR QUICK REFERENCE TABLE, PG 4**



HEAR Quick Reference Table (continued)  
 .....

From the EPE System	To the HEAR Process
Finally, we will <b>Continue Doing</b> the following activities that have proven to be effective and add value to the former EPE system and preserve these events throughout the implementation of the HEAR process:	
<ul style="list-style-type: none"> <li>• Developing tasks and responsibilities for the employees</li> </ul>	
<ul style="list-style-type: none"> <li>• Providing challenging tasks and assignments that stretch the capabilities of the employees</li> </ul>	
<ul style="list-style-type: none"> <li>• Providing objective rating criteria</li> </ul>	
<ul style="list-style-type: none"> <li>• Issuing performance/work plans</li> </ul>	
<ul style="list-style-type: none"> <li>• Using established 30-day criteria for employees to receive written work plan for hire/rehire; beginning an assessment period, and promotion date</li> </ul>	
<ul style="list-style-type: none"> <li>• Conducting work progress review meetings</li> </ul>	
<ul style="list-style-type: none"> <li>• Using recommended procedures for work progress review meetings</li> </ul>	
<ul style="list-style-type: none"> <li>• Encouraging employees to grow</li> </ul>	
<ul style="list-style-type: none"> <li>• Recognizing superior performance</li> </ul>	
<ul style="list-style-type: none"> <li>• Providing professional growth and development opportunities</li> </ul>	
<ul style="list-style-type: none"> <li>• Following the established assessment schedule</li> </ul>	
<ul style="list-style-type: none"> <li>• Operating in the spirit of fairness, relevance, and completeness when documenting employee performance</li> </ul>	
<ul style="list-style-type: none"> <li>• Following the established appeal processes</li> </ul>	

**SUPERVISOR & MANAGER HEAR INTERIM APPLICATION QUICK GUIDE**

**LOGON & VERIFY EMPLOYEE INFORMATION**

1	<b>Logon</b>	Access the HEAR Interim Application from the HEAR webpage on HR's website. Log into the application using your Employee Self Services (ESS) Employee ID and Password and review your employee information. If you notice any discrepancies, please contact your HR Client Relations representative. Employee data is imported into the HEAR Interim Application from SAP.
2	<b>Forgot ESS Login Credentials</b>	Click on the " <b>Forget Password</b> " link on the HEAR Interim Application to recover your password. If you change your password, this will also change your password for ESS. Please don't share your password with anyone.

**CREATE AN EMPLOYEE HEAR PERFORMANCE WORK PLAN (PWP)**

3	<b>Create a Template</b>	From the <b>Home</b> page, click on the <b>Template</b> menu and select <b>Step 1 Create Template Name</b> . Enter name, description, and end date.
4	<b>Build Template Content</b>	Click on the <b>Template</b> menu and select <b>Step 2 Build Template Content</b> . Select the appropriate priority from the <b>Mayor's Priority</b> drop-down box. Populate the <b>Job Task</b> and the task's <b>SMART goal criteria</b> . Be sure you populate a semicolon (;) after each factor so that it will put a line break between each factor on the employee's Performance Work Plan (PWP). Lastly, select the appropriate <b>Behavioral Factor(s)</b> (all employees) and <b>Supervisor/Manager Factors</b> (supervisors and managers only).
5	<b>Assign Template to Employee(s)</b>	From the <b>Home</b> page, click on the name of the " <b>employee</b> ," then click the <b>Create New HEAR Plan</b> button. Select the <b>Template you</b> built from the drop down box. Enter the review period start/end dates and <b>electronically sign</b> the plan by entering your Employee ID and Password. Finally, click the <b>Save HEAR Plan</b> button. (Action emails are sent to the Reviewing Authority (RA) and Employee (EE) for electronic signatures. Both the RA and EE will sign and save the PWP.)
6	<b>Meet with Employee(s)</b>	Schedule <b>one-on-one</b> meetings with your employees to discuss his/her HEAR PWPs. The meeting should last between 20 to 40 minutes.

**PERFORMANCE COACHING & COUNSELING THROUGHOUT THE YEAR**

7	<b>Populate the Supervisor's Work Progress Meeting &amp; Coaching Form</b>	Use the <b>Supervisor's Work Progress Meeting &amp; Coaching Form</b> to document your employee's strengths and weaknesses. Provide the employee and an opportunity to provide feedback and/or comments. Collect the employee signature, sign the form, provide a copy to the employee and retain the original for future reference. Meet with the employee <b>at least twice</b> during the assessment cycle to discuss performance and progress on job tasks, SMART goal(s) and behavioral factor(s) as well as career and professional development opportunities and other work related issues that may contribute to or detract from the employee's ability to meet or exceed your expectations.
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SUPERVISOR & MANAGER HEAR INTERIM APPLICATION QUICK GUIDE		
COMPLETE FINAL HEAR ASSESSMENT		
8	<b>Assessing the Employee's Performance</b>	Log into the HEAR Interim Application using your ESS Employee ID and Password and click on the name of your employee that you would like to assess. Using your work progress meeting notes, scroll down and select the appropriate rating for each SMART Goal, Behavioral Factors and/or Supervisor/Manager Factors. Sign and save the employee's final assessment. (Action emails are sent to the Reviewing Authority (RA) and Employee (EE) for electronic signatures. Both the RA and EE will sign and save the assessment.)
9	<b>Meet with Employee(s)</b>	Schedule <b>one-on-one</b> meetings with your employees to discuss his/her final HEAR assessments. The meeting should last between 20 to 40 minutes.
10	<b>Finalize HEAR Assessment and Review</b>	Submit the final HEAR Assessment and Review by logging into the HEAR Interim Application , clicking the employee's name who signed the final assessment (Status should read <b>Complete</b> ) and scroll down and click the <b>Submit Final</b> button to lock the employee rating.
CREATE NEW HEAR WORK PLAN		

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