



HEAR PROCESS TRAINING FOR SUPERVISORS & MANAGERS FAQ'S

1. Can I get a poster (HEAR - Roadmap to Success)?
 - a. Yes. Please contact Leslie Denton-Roach at Leslie.Denton-Roach@houstontx.gov.
2. Is there a facilitator for each location?
 - a. Adjunct instructors are assigned to teach at various locations in and around the city.
3. When will the Web-based Training be available?
 - a. 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 1st.
4. Will there be interactive training in the software?
 - a. 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.
5. Will department goals be provided from parent departments whose trainers are working outside their departments?
 - a. Departments Directors have been requested by the Mayor to provide strategic goals for their department. We ask that each manger and supervisor work with their CRM to obtain these goals and bring them to training.
6. 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?
 - a. 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.
7. What will be the maximum class size?
 - a. 25 attendees per class.
8. What is the time frame for the training classes?
 - a. All training sessions will be seven (7) hours long. This includes the train-the-trainer sessions and training sessions for manager and supervisors.
9. Will managers or supervisors be allowed to let their admin person do the evaluation as they did with PI (Performance Impact)?
 - a. No. They are required to do the work; it is not an aspect of their position that can be delegated.
10. Is the training PowerPoint (PPT) driven with talk tracks?
 - a. 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 compliments your training style and personality.



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11. Do we table questions regarding the policy & procedures and place them on the Parking Lot? Or, can we address them if we are able?
 - a. 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.
12. Why do we have to train outside our department? That is not what I was told.
 - a. 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.
13. Will we get a list of registered participants?
 - a. 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.
14. Who will be responsible for printing sign-in sheets?
 - a. Trainers will be responsible for sign-in sheets for their classes.
15. Will the students be notified that they must not be more than 15-minutes late?
 - a. It is ultimately up to the instructor to enforce this decorum, but accepting tardy arrivals beyond 15-minutes is not acceptable.
16. How long is the training we will be facilitating?
 - a. 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.
17. Any Spanish classes available?
 - a. 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 hear@houstontx.gov.
18. Will there be lunch during this time?
 - a. Instructors are encouraged to break for lunch, but instructors and attendees alike are responsible for providing their own lunch.
19. 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.
 - a. ALL manager and supervisors, regardless of pay grade, will be required to attend training which has been mandated by the Mayor.
20. Mindsets of managers; you can train, but change starts in mind. I did not HEAR how to transform thoughts?
 - a. 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.



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21. Are the directors on board?
 - a. As a directive from Mayor Anise Parker, the directors are on-board.
22. How will WBT be sent to supervisors? Some do not access their assigned email account.
 - a. 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.
23. Our employees are NOT computer literate. How is a WBT a pre-requisite?
 - a. 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
24. Is WBT available now for review? If not, when can we see it?
 - a. 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 1st.
25. Will there be any problems with internet updates affecting program?
 - a. 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 lms@houstontx.gov or call 832-395-4848
26. Will the students who are supervisors and managers have to clock in?
 - a. 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 payroll@houstontx.gov.
27. Will there be training for non-supervisors and managers to explain the process?
 - a. 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.
28. Since evaluation plans / forms have already been agreed upon, signed, and submitted, and with evaluations for the current year coming due in April, 2013 for employees and May, 2013 for Mgr/Sup, will they now have to be redone?
 - a. No. You are instructed to export all of your information that is currently populated in PI and save it to a flash drive, your desktop, a portable hard drive—somewhere that provides you a level of security and access as we move into the Interim Tool in Jan, 2013. If you do not export, you will have to manually retype all of your previously entered/saved information



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29. In order for this new process to be successful, will supervisors be held accountable to meet these timelines?
- Yes. That is one of the functions of HEAR, accountability on the part of the supervisor as well as on that of the employee.
30. There needs to be more of a connection between the department's goals and the mayor's priorities explaining how department goals flow into division goals, and then into employee work plans.
- City goals cascade down through department, division, etcetera, down to the employee's tasks. SMART Goals are built around the employee's tasks, which is how it all ties together.
31. What is a SMART Goal?
- A SMART Goal is built around an employee's four (4) most important tasks relating to their job. For a goal to be a SMART Goal, it has to meet the criteria: S = Specific, M = Measurable, A = Attainable, R = Relevant, T = Time-based (or Time-bound).
32. What is the date that PI will no longer be accessible?
- There is no concrete date at this point, but it will be very early in Jan, 2013. It would be in your best interest to export your saved data from PI sooner than later.
33. When will the HEAR Assessment Tool be available for inputting data?
- It is still in development, but the time frame for release is early, 2013.
34. Does the Work Plan Session coincide with the final evaluation?
- All aspects tie together, but are all independent events.
35. Why limit the SMART Goal to max. 50%, not a max/min %? The same question applies to Behavioral Factors Rating, give the supervisor some authority.
- Weighting is 50/50 for non-supervisors, 50/25/25 for supervisors/managers
36. If there are five (5) duties/goals, but only four (4) can be listed on the plan form, does the possibility exist that each employee could have different duties/goals than their co-workers?
- Yes. Flexibility to tailor HEAR Work Plans is part of the process.
37. Can goals and behavior factors vary from employee to employee? If so, shouldn't the supervisor be rating the employees on the same goals and behavior factors?
- Yes, they should in fact. No, because each employee will have different goals and offer different behaviors relating to task, etcetera, it would not be possible to rate everyone the same.
38. How do we relate crisis situations to the new HEAR process and tie those to critical tasks?
- A crisis isn't something that can be planned for as a work responsibility, so they should be considered special projects as those events occur.
39. How does the 90-day mini-evaluation period apply to employees on FMLA, vacation, etcetera?
- FMLA is a special situation that will not affect an employee's evaluation period.



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40. Should an employee have been at work 90 days before re-evaluation?
 - a. New hires, promotions, change of jobs, etcetera are situations where a Work Plan should be implemented within 30 days of the action.
41. What will be the evaluation year, and will the employees be evaluated for FY2013?
 - a. The evaluation period remains April – April.
42. In the Reference Manual, on Page 16, Public Utilities is listed as a department, but it is really a division.
 - a. Public Utilities was not considered an actual entity for the purpose of the manual, it is intended as an example
43. In the Reference Manual, Utility Workers are listed with a classification of I, II, and III. These do not exist with the City of Houston.
 - a. Again, this was intended to be an example of a worker, not necessarily a City of Houston worker.
44. Does HEAR cater to the strengths and weaknesses of each employee, even though a supervisor's employees all do the same tasks?
 - a. Yes. Supervisors should exercise judgment in creating HEAR Work Plans for all employees, as one size does not fit all.
45. How is it possible for the supervisor and employee to agree on *every* aspect of the Work Progress meeting? The employee may not want it documented that their performance needs to improve.
 - a. Supervisors have the right to
46. How do you build a review to include a task someone only does from time-to-time?
 - a. You may not want to include this as a core SMART Goal to be assessed, as SMART Goals are intended to include the four (4) most important aspects of an employee's tasks relating to their job.
47. How do you apply FMLA to production and attendance?
 - a. FMLA should not have an impact on behavior or performance.
48. Will there be training for the employees? Will it be mandatory?
 - a. Yes there will be. Beginning Nov, 2012, there will be a 2-hr information session available at the EB Cape Center. While it is not mandatory, it is highly encouraged that employees complete the web-based training prior to registering and attending.
49. With the limit of four (4) tasks, how do we document skills such as bilingual ability and confined space training in the HEAR process to qualify for compensation?
 - a. That is a specialized event that should be referred to and handled by HR; HEAR is not designed to address special compensations or pays.



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50. I received the announcement for the 2-hour Overview at the Cape. Is it mandatory for all non-supervisory staff to attend the Overview training? Could someone contact me about arranging training for our staff at one of our sites?
- We are not at capacity to provide site-based training to departments. We are aggressively moving through the phases of our implementation. We strongly encourage non-supervisors to complete the web-based training that has been prescribed for every city employee in the LMS. It may also be helpful to have some employees attend the general session for non-supervisors and steward the message in their areas respectively. The PowerPoint presentation for the general session is available via the HEAR webpage (houstontx.gov/hr/hear.html) for every employee's perusal.
- Supervisors and managers should be relaying the information they are acquiring to their staff in an effort to augment our efforts in pushing the message both longitudinally and latitudinally
51. Registering for HEAR Process training requires that I "Submit a time-off request in KRONOS for 2 hours (Code: TRGM for municipal employees)". If my schedule is 7:00 a.m. to 4:00 p.m., does that mean the 2 hours will be considered for Over Time??
- No – you will be covered for the city time. The leave request is required to avoid overtime
52. Several employees have the same responsibilities; one is unable to do as much as his peer. With the standards set—that I will be rated a 1 or 2, how can preferential treatment towards the one who can perform more be avoided?
- Each employee has an individual work plan discussed and agreed upon by both the manager/supervisor and the employee. It is incumbent upon each manager and supervisor to recognize their employees strengths and weaknesses, as well as be aware of the tasks associated with their employees' job and avoid creating a situation where one employee is set up to excel and the other is set up for failure.
53. With the old system, if there was no change to the employee's duties, some divisions would not generate a new plan, they would just give the employee a notice that the plan was still the same. I was asked if that would still be allowable under HEAR?
- No. Waivers will not be an available feature with HEAR. Although employees' plans may not change significantly, in the spirit of progress and increased productivity, some components of an employee expectation should.
54. Seeing as how the SMART Goal scoring system follows a set mathematical formula for assigning a rating, is/are there any set criteria on rating the behavioral factors?



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- a. Behavior factor criteria are set at one level. If an employee demonstrates mastery at that level, his/her rating will be affected. The Mgr/Supv makes observations as well as documenting employee ability to demonstrate their abilities. All ratings require valid reasons.
55. HEAR attempts to address the concern of a supervisor putting too much emphasis on a single error. Statistics show that only a very small percentage of evaluations are below standard. Does HEAR attempt to address the issue of supervisors *inflating* ratings?
- a. Yes. Defining criteria that is SMART and holding employees accountable for showing evidence. There is also the ability to provide comments to track progress to ensure accurate reflections are provided to employees and are documented.
56. Is this an easier way to manipulate the system, because any system can be manipulated? What are the safeguards to prevent manipulation?
- a. The interim HEAR application will be user-friendly
57. How will the right person doing the HEAR plan be monitored?
- a. This will be addressed in the interim application
58. Will there be a line on the administered HEAR document that says, "were you coerced to change score"?
- a. SMART Goals and SMART criteria have values assigned that cannot be altered; therefore there is little to no chance of changing scores due to coercion or any other reason
59. Are there benchmarks with the HEAR process that would prevent a manager from giving "too many" 1's and 2's? For example, did the negotiations from 2011 provide any additional reinforcement measures?
- a. SMART Goal and SMART Goal criteria are designed specifically with fair and balanced scoring as design hallmarks. Valid reasons will accompany any score, high or low
60. We need to provide an Assessment in one-month, should we create a Work Plan and use the SMART Goals and Behavior Factors learned from the HEAR Process?
- a. No. The HEAR Process will be fully implemented in the next assessment cycle, 2013. If an unscheduled review needs to be conducted now or in the new future, then they should use the current process to complete, which will be manual. Supervisors and managers will be required to complete the annual 2012 assessment cycle using existing goals/job duties and performance/option factors in the HEAR interim application but will create new work plans for 2013 using the newly learned HEAR Process methodology.
61. Where can a copy of the HEAR for Managers and Supervisors PowerPoint presentation be found?
- a. It is available for download at the HEAR webpage, <http://houstontx.gov/hr/hear.html>



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62. LMS is not notifying supervisors that they need to approve this course, where do we get this issue troubleshot?
- LMS is actually sending out notifications; occasionally, a backlog of notifications does occur with the system and notifications are often late arriving to supervisor inboxes. However, there are many instances where managers / supervisors are not accustomed to checking their email regularly, thereby rendering them uninformed and the employee requesting the class at risk of being dismissed from the class upon arrival. It is incumbent upon each and every manager and supervisor to regularly check their email for LMS notifications pertaining to HEAR and any other important information that may be disseminated via email.
63. Where can an up-to-date copy of the HEAR Reference Manual be found?
- It is available for download at the HEAR webpage, <http://houstontx.gov/hr/hear.html>
64. Should all staff with the same classification, performing the same function, in the same work unit, etc, have and maintain the same:
- Duties/Tasks
 - SMART Goals, and
 - Behavior Factors
- This is determined by the supervisor or manager. The HEAR process is flexible and will allow for this type of configuration as required. Some departments will and others will choose to tailor the employee's HEAR work plan respectively. The option is open to everyone.
65. If that is correct, would it be appropriate to conduct a unit/group meeting to develop/select these goals and factors, in order to give all in the unit work group an opportunity for input and hopefully, agreement?
- It is encouraged that such an activity take place to ensure work groups have the opportunity to agree upon the strategic vision for the work unit; however, each employee must have the face-time with his or her supervisor to ensure there is a mutual understanding with what is expected on the work plan, which consists of both the SMART Goal and Behavior Factor expectations.
66. Under what circumstances would you want to change 'Behavioral Factors' during the annual period...WITHOUT...changing any of the SMART goals??
- Supervisors and managers can modify any area of the plan and must provide the employee an opportunity to understand the changes before those changes can be administered. If there are significant changes to the plan, then an unscheduled HEAR Assessment should be facilitated and a new HEAR work plan generated. The two will be



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averaged at the end of the assessment cycle to determine the employee's final HEAR rating.

67. Should you change—drop one 'Behavioral Factor' to add another, AFTER you discover the employee has a low performance level on this newly added factor? This seems as if you're changing Factors just to be able to 'catch' the employee on what you've previously observed them as not meeting. Would also mean that similarly situated employees (same tasks, same classification, same SMART Goals) would be evaluated on different Factors because the supervisor 'caught' the one employee?
- It is not recommended that adjustments be made to accommodate a negative or positive deviation from standard. Supervisors and managers should exercise prudent judgment to maintain equity among all employees. Employees should be held accountable for meeting expectations and if he or she fails to do so, then the score should reflect what has been accomplished (or not accomplished) in the assessment cycle in an objective manner.
68. If you drop one 'Behavioral Factor' after the first 6 months and add a new one for the last 6 months of the annual assessment period, how is that reconciled at the end of the 12 months? (Note: Although the employee does not have more than 4 'Behavioral Factors' at any given time, there is a total of 5 for the year.)
- Consistency is key...plans should be confirmed and mutually agreed upon at least a 99% level before being administered. Again, there will be a limit of 4 each cycle, so we ask that supervisors and managers make informed decisions early on and not get bogged down with goal or factor swapping.
69. Will there be any classes offered in Spanish?
- We are currently actively recruiting for a Spanish-speaking instructor who would be willing to interpret the classes for us. Stay tuned for that development.
70. HPD Dispatchers will be evaluated by their supervisors. Some are HPD Sergeants, and others are civilians. The civilian supervisors will have their own HEAR assessment. The sergeants do not have the same incentive to put effort into process because they will not get a HEAR assessment themselves
- Everyone reports to someone, and ultimately, there is a reviewing authority. Work plans need to be discussed by the manager and his manager before being presented to the employee. Employees should document everything throughout the assessment cycle, because the event pertaining to them will be documented by their supervisor. If a trend or pattern develops where the employee is not being assessed properly, it will be recognized and addressed by the reviewing authority that is accountable to HR.



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71. What if an employee gets involved in and does an outstanding job on a project assigned after SMART goals were created? Does the evaluation have a place to include extra work or achievements?
- SMART goals will be determined based on as few as one (1) and as many as four (4) tasks RELATED TO the employee's job. Extra work and assignments that come along are not part of what the employee's job is. For example, we can't plan for hurricanes, but everyone plays a role in how the city operates during and recovers afterwards. However, in the Behavioral Factors, your score can be higher or lower based on a factor such as teamwork or attitude.
72. Are the behavioral factors, for example Attendance and Punctuality, expected of employees only if it written into their plan?
- Attendance and punctuality are a function of any and all jobs within the City of Houston
73. How do you coach or correct an employee who thinks that she/he only has to complete those tasks specifically enumerated on the HEAR work plan?
- Remind him/her that the HEAR work plan and SMART goals are developed on the MOST IMPORTANT aspects that you (the supervisor) and he (the employee) agreed upon, but that does not discount other aspects of the job. A reminder of the existence of Behavioral Factors would also be in order, as would a gentle and politically correct reminder of the position of the City of Houston as an 'at will', equal opportunity employer.
74. What happens if supervisor changes, but the employee doesn't? Does a new assessment need to be made or follow previous supervisor's assessment?
- Outgoing supervisors should complete a final assessment of his/her employees and the incoming should perform one as well to determine the capabilities of their newly gained employees.
75. How did they choose the months of May and April to conduct assessments?
- The city has historically performed assessments during this time as the work flow calendar runs from April to April.
76. Does HPD get TCLEOSE credit for HEAR class?
- Although one officer has reported to the HEAR Project Coordinator that credit did show up on his training record, you should verify the existence of a policy with HPD Personnel.
77. After tasks are prioritized and minor job duties are taken out of the HEAR assessment, how do I hold an employee accountable to the minor duties? For example, took mail out of accounting goal, and now the mail is messed up.
- Minor tasks are still a function of any job within the City of Houston. However, SMART goals are designed to focus on as few as one (1) and up to as many as (4) aspects that the supervisor and employee AGREE are the most important function of the employee's



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job. The HEAR process is not designed to help the supervisor decide which of an employee's tasks are the most important, nor to determine what measures should be taken if an employee operates outside of undocumented expectations. However, a function of management would require that the supervisor mitigate problems arising from improperly aligning SMART goals with 'other duties as assigned'.

78. In HEAR Reference manual, last sentence reads, "The supervisor should also meet at least twice per year with the reviewing authority to discuss HEAR work plans and assessments. Employee asked, "Shouldn't it say that the supervisor will also meet...?"
- AP 3-20 indicates that supervisors are required to meet with their employees and the reference manual suggests that the supervisor should meet with their reviewing authorities as a matter of good measure.
79. Employee asked, "If you have 10 employees in the same classification and doing the exact same tasks, isn't it unfair for the HEAR work plan of one employee to be different from the rest after the work plan discussion?"
- Supervisors and managers have the flexibility to create work plans for employees in the same classification or they can tailor work plans to address the differences that may exist in job responsibilities with employees in the same classification.
80. Employee asked, "How do you handle the new employee's HEAR plan versus the 10-yr veteran's HEAR plan? Shouldn't the productivity be the same?"
- Supervisors and managers establish standards or SMART goals that should be applicable across the board. The key with HEAR is that employees should be given the opportunity to be successful but that doesn't mean a supervisor or manager should lower the standard. A new hire should be held accountable for ramping up to meet existing expectations.
81. Employee asked, "If that is the case, what if the new hire was rated Exceptional and the 10-yr veteran was Meets Expectations. Wouldn't that cause a morale problem as employees do talk amongst themselves?"
- The variance in rating should be based on employee accomplishments regardless of tenure.
82. Employee asked, "Philosophically speaking, couldn't a manager tailor the HEAR work plan according to an employee's strengths to ensure that an employee is rated Exceptional?"
- Supervisors and managers should establish standards that are SMART to eliminate bias or the perception of bias.
83. Employee asked, "How will HEAR stop a manager from signing off on HEAR assessments without reading them first?"



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- a. Employees will be able to view their work plan and will be required to electronically sign the plan before it goes into effect. This is a programmatic function of the HEAR application.
84. Employee asked, "Regarding prior evaluations, has a study been done to determine out of all City employees, how many received 'Outstanding', etc?"
- a. With some dedicated resources, this data can be compiled and analyzed but that is outside the scope of our project implementation at present.
85. Will there be future training specific for HPD?
- a. No. HPD has been a gracious host in allowing the HEAR team of adjunct trainers utilize their facilities. There are currently three (3) locations operated by HPD personnel that offer the HEAR class; North Command at 9455 West Montgomery, Westside Command at 3203 S. Dairy Ashford, and the HPD Training Academy at 17000 Aldine Westfield. Officers are encouraged to attend one of those trainings before the December 20 final training session.
86. Will the directors' understanding of the rating scale be addressed within departments?
- a. Directors are currently being trained along with the managers and supervisors to ensure consistency from the top down.
87. What happens to historical information in Performance Impact once the HEAR Tool is available?
- a. It will be available upon request, though it is strongly encouraged that you export the desired information from PI now and store it somewhere secure. PI will no longer be supported. If a problem occurs with it for a user after the numerous alerts that it will lose functionality and support, a user may find it rather problematic and tedious to reenter his/her departments' work plans because help is non-existent in retrieving old data.
88. Will/can extra-milers be used as part of an employee's rating for the HEAR assessment, which would be unfair to an employee that is not allowed to participate?
- a. The HEAR process may or may not influence extra-miler activities but to a lesser degree...extra-mile activity associated with SMART Goals or Behavioral Factors will and may be used to assess the employee's ability to accomplish these expectations.
89. Are job descriptions being reviewed to adhere to the SMART Goals framework?
- a. Not at this time, as HEAR is more about employee assessment than it is about job descriptions. As a function of determining SMART Goal criteria, it should be understood by the manager/supervisor that it is a function of their position as such to determine what aspects of their employees' position is most important to assess. Remember, the design is to streamline and refine roles as they exist within current job descriptions, not to create new job descriptions to create something to assess.
90. Will a lab be set-up for a new application?



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- a. Answer: Yes, we will have open labs that complement our web-based training
91. Will like job classifications share smart goals amongst each other/are there any committees set-up?
- a. Answer: Yes, it is a possibility but that is at the department's and manager's discretion to do so. Certainly, the flexibility exists.
92. According to page 18 of the "A Comprehensive Guideline for Supervisors and Managers" publication, supervisors can assign different weights to the different SMART goals and behavioral goals, as long as the SMART goals account for 50% of the review and behavioral goals account for 50% of the review.

Is this correct?

For example, I could have 4 SMART goals for an employee weighted as follows:

Goal 1: 30%

Goal 2: 30%

Goal 3: 20%

Goal 4: 20%

These add up to 100% and would comprise half of the evaluation. Does this seem correct?

93. The interim solution will allow for the following:

SMART GOAL (SG) SECTION

SG1 – Clean... Rating: 4

SG2 – File... Rating: 3

Subtotal = $(7/2)/2 = 1.75$

BEHAVIOR FACTOR (BF) SECTION

BF1 – Judgment... Rating: 4

BF2 – Communication Rating: 3



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Subtotal = $(7/2)/2 = 1.75$

Total HEAR Rating: 3.5

The sections are weighted at 50% each. The rate per goal or behavioral factor is averaged and then divided by 2 to derive the subtotals in each area respectively. The subtotals are summed to derive the final HEAR rating score. This will be done programmatically.

94. If an employee has more than one supervisor/manager that they report to, how is it determined which one will do the Work Plan and the final assessment, or will they both have input?
 - a. One should complete but both provide input...an employee has only one supervisor in SAP, so who that is should create the work plan.