

Need Assistance?		
Administration & Regulatory Affairs	Yolanda Harris-Hoskin Veronica Garza	(713) 247-4749 (832) 393-8508
Controller's Office	Sandra Zeno Lenard Polk	(832) 393-3443 (832) 393-3439
Finance	Yolanda Harris-Hoskin Sheila Wates	(713) 247-4749 (832) 393-9035
Fire	Iashia Robertson Claudia Dimas Wanda Andrews	(832) 394-6623 (832) 394-6879 (832) 394-6608
Fleet Management	Beverly Roach Keysha Grayson	(832) 393-6532 (832) 393-6902
General Services	Beverly Roach Sabrina Smith-Jones	(832) 393-6532 (832) 393-8047
Health and Human Services	Connie Samuel Valda Dewitt	(832) 393-4907 (832) 393-4885
Housing & Community Development	Nicole Brooks Sharon Benson	(832) 394-6131 (832) 394-6127
Houston Airport System	Robin Berry Peggy Menifee Paul Spada	(281) 233-1865 (281) 233-1514 (281) 233-1881
Houston Emergency Center	Sandra Cadena-Vasquez Norma Lona	(713) 884-3610 (832) 393-2778
Houston Information Technology Services	Yolanda Harris-Hoskin	(713) 247-4749
*Human Resources	Robbin Duplessis Lucilla Chen Kalia McKinley Tambri Elkins	(832) 393-6085 (832) 393-6082 (832) 393-6084 (832) 393-6086
Office of Business Opportunity	Yolanda Harris-Hoskin Patsy Jackson	(713) 247-4749 (832) 393-0612
Parks & Recreation	Gracie Mendiola Meme Rasmus Lori Kluesner Rubi Longoria	(832) 395-7108 (832) 395-7291 (832) 395-7034 (832) 395-7040
Planning & Development	Beverly Roach Brian Crimmins Truscenia Garrett	(832) 393-6532 (832) 393-6533 (832) 393-6542

Need Assistance?		
Police	Kiyomi King Katrina Arnsworth Amber Eldridge John Serrano	(713) 308-1245 (713) 308-1220 (713) 308-1220 (713) 308-1258
Public Works & Engineering	Griselda Garza Jo Ann Perry	(832) 393-6014 (832) 395-2804
Solid Waste	Derek Mebane Rajonda Seals	(832) 393-0441 (832) 393-0490

*If your department is not listed, contact Human Resources for assistance.

HEAR Assessment Schedule

Reason		Frequency
New Hire's Probationary Period		5th and 11th Month, and then annually thereafter
Promotions (with a change in pay grade)		5th Month
Annual Assessment for Municipal Employees	Non-Supervisors	July
	Supervisors/Managers	August
Employee changes supervisor's or task		Unscheduled
Employee moves to another section within the current department or transfers to another department		
At the supervisor's or manager's discretion, following significant improvement or deterioration in performance		



A supervisor's guide to understanding the employee evaluation system

Gain access to a two-way channel of communication with your employees

For guidelines, AP 3-20 and more information about HEAR, visit

<http://houstontx.gov/hr/cohear.html>

Assessment
and REVIEW



What is HEAR?

The Houston Employee Assessment and Review (HEAR) is the City of Houston's employee assessment process. It provides a consistent employee performance management process for municipal employees that supports a culture of high performance by motivating, recognizing and developing employees to achieve objectives and goals on their performance plan aligned with City and departmental objectives and goals.

When is HEAR training?

Training for supervisors and managers is offered throughout the year at The Learning and Development Center (LDC). Sign up for HEAR Training through the Talent Management System (TMS) at talent.houstontx.gov or call (832)395-4900 for registration details.

SMART Goals and Behavioral Factors for the HEAR process for Managers and Supervisors (COH-HR-001) web-based training is available on TMS.

Who does HEAR apply to?

All municipal employees shall have their performance assessed in accordance with Administrative Procedure 3-20. Exceptions include department directors and executive level employees above pay grade 26 as well as part-time, seasonal and temporary employees. These exceptions may be assessed using the HEAR process at the discretion of the department director or Mayor. This policy shall not cover police officers or fire fighters covered under Chapter 143 of the Local Government Code of the State of Texas.



How to set SMART Goals?

When working on your smart goals, please remember they must be SMART:

- **Specific:** Choose an actual task or responsibility to be performed by employee. The task/responsibility should be clear and easy to understand.
- **Measurable:** You must choose the appropriate measurement for defining each employee's task/responsibility.
 - Quantity:** The number, rate, amount, margin, percentage, of the product or service that is expected to be accomplished when the employee performs the task.
 - Quality:** The characteristics of the task performed.
 - Time:** The period, duration or term involving the task or responsibility.
 - Cost:** The budget and financial allocations designed for the task or responsibility.
- **Achievable:** Can this task/responsibility be accomplished or completed by the employee?

Ask the following questions:

 1. Does the employee have knowledge, experience, and skills for the task?
 2. Does the employee understand and know the planning and steps it takes to get the task done?
 3. Can the employee manage the scope of the task?
 4. Does the employee have the necessary resources for the task?
 5. Is the task realistic enough to attain success within the agreed upon time frame?
- **Relevant:** Does the employee's task/responsibility directly contribute to the mission/goals of the department and City of Houston?
- **Time-Based:** There should be a clear timeframe, deadline, or other time-based expectations when the action, activity or behavior will take place.

Write out your smart goal and as you read it, check off each category to make sure that you have met each requirement!

Three (3) Points to Remember

All employees must have an activated plan within thirty (30) days of the following events:

1. hire or rehire date,
2. beginning of the assessment and review period, or
3. date of promotion.

Regular communication with employees (quarterly or at least semi-annual updates) to recognize, motivate and/or provide opportunities to improve performance.

Conduct annual assessments in July for non-supervisors and in August for supervisors/managers.

What are YOU responsible for?

The **Director** is responsible for ensuring that management understands how to incorporate the core elements of HEAR and have access to training.

The **Reviewing Authority** is responsible for ensuring goals and behavioral factors are objective by following the SMART criteria and addressing and resolving any concerns about weights and ratings with the supervisor.

The **Supervisor/Manager** is responsible for learning and following the HEAR process, providing timely plans and assessments, and communicating with employees on a formal and informal basis.

The **Employee** are responsible for providing input during the plan and assessment phases, accepting feedback, follow-through on growth and development suggestions, reviewing and signing your plan and assessment.

The Human Resources Department is responsible for providing training on "best practices" in developing and communicating the employee performance plans and evaluations, as well as providing ongoing feedback. **YOU are responsible for attending!**

