CONTINUOUS PERFORMANCE MANAGEMENT PLANNING PROCESS

for Supervisors

SAP SuccessFactors

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SCS CHAPTER 10

OVERVIEW

Continuous Performance Management is a tool used to measure performance and to continuously develop individuals into high-performing employees.

Continuous Performance Management is effective January 1, 2025, and applies to all classified employees except those serving in a classified When Actually Employed (WAE) appointment. The performance evaluation year shall be January 1 through December 31 of each year.

Continuous Performance Management shall consist of a minimum of the following components:

1. A performance planning form approved by the Director which is comprised of a minimum of two performance-based goals and one behavior-based goal;
2. A performance planning session during which the Evaluating Supervisor and the employee discuss the employee's planned goals for the performance evaluation year;
3. A performance evaluation form approved by the Director;
4. A performance evaluation session during which the Evaluating Supervisor and the employee discuss the results of employee's planned goals from the performance evaluation year;
5. An overall performance evaluation resulting in one of five possible ratings.

PERFORMANCE PLANNING

The Evaluating Supervisor shall prepare a performance planning form at the beginning of each performance evaluation year.

Prior to conducting a performance planning session with the employee, the Evaluating Supervisor shall obtain the Second Level Evaluator's concurrence and signature on the performance planning form.

During the performance planning session, the Evaluating Supervisor shall present and discuss the performance planning form with the employee.

The Evaluating Supervisor shall sign and document the date of the performance planning session. The employee shall be given a copy of or access to the performance planning form. An employee cannot prevent the performance planning form from becoming official by refusing to acknowledge receipt of the form.

A performance planning session shall be conducted during the first two calendar months following:

1. The appointment of a new employee; or
2. The permanent movement of an employee into a position having a different position number with significantly different duties; or
3. The beginning of the new performance evaluation year (no later than March 1).

A performance planning session may be conducted when:

1. The Evaluating Supervisor of an employee changes; or
2. The Evaluating Supervisor deems a new performance planning session is appropriate.

SCS RULE CHANGES SUMMARY

Continuous Performance Management (CPM)

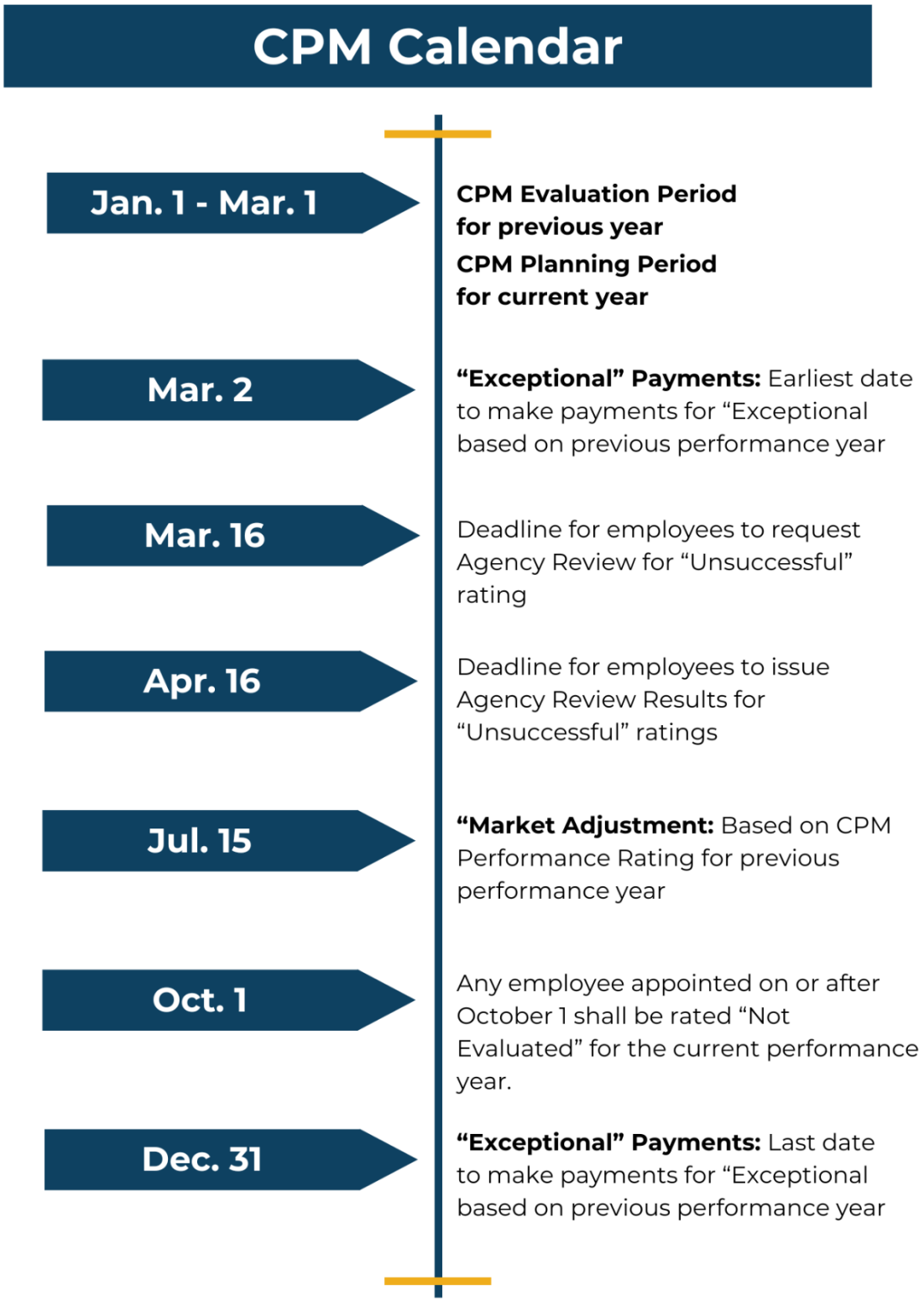
PES: Performance Evaluation System	CPM: Continuous Performance Management
Paper-based system	Electronic cloud-based (for agencies in LaGov), paper-based option
3 rating system: 1. Exceptional 2. Successful 3. Needs Improvement/Unsuccessful	5 rating system: 1. Exceptional 2. Exceeds Expectations 3. Successful 4. Needs Improvement 5. Unsuccessful
Timeframe: Fiscal year	Timeframe: Calendar year
Planning period: July 1 – September 30	Planning period: January 1 – March 1
Evaluation period: July 1 – August 31 (Sept 30 for Universities)	Evaluation period: January 1 – March 1
Evaluation rating effective date: July 1	Evaluation rating effective date: January 1
Employees who receive a "Needs Improvement/Unsuccessful" rating have until September 15 to request an Agency Review (Oct 15 for Universities)	Employees who receive an "Unsuccessful" rating have until March 16 to request an Agency Review
An Agency Review can be made up of an individual or panel	An Agency Review must be composed of at least 3 reviewers
Agency Review panel shall provide written notice of the results no later than October 15 (Nov 15 for Universities)	Agency Review panel shall provide written notice of the results no later than April 16
Director Review available	No Director Review
Employees who receive a rating of "Needs Improvement/Unsuccessful" are not eligible for: promotion, permanent status, detail to higher-level position(unless Director approved), market adjustment, or placement on the DPRL	Employees who receive a rating of "Needs Improvement" are not eligible for: promotion, permanent status, detail to higher-level position, or placement on the DPRL
	NEW TO CPM: Employees who receive a rating of "Unsuccessful" are not eligible for: promotion, permanent status, detail to higher-level position, market adjustment, or placement on the DPRL
	NEW TO CPM: Employees who receive a rating of "Unsuccessful" will be reported to the appointing authority for appropriate action.

SAP SuccessFactors

STATECIVILSERVICE

Revised 9/6/2024

PERFORMANCE MANAGEMENT CALENDAR



ABOUT THIS GUIDE

This comprehensive guide includes information to help you understand and utilize the tools available within the SuccessFactors Performance Management and Goal Management system.

Main sections will begin with the following:

WHAT = This section provides an overview of the step or tool in the section.

WHEN = This section explains when to use the tool and/or timelines associated with the step/process.

WHY = This section discusses the impact of the tool/step.

SF NOTES = *This section contains any notes about navigation, impact, or system limitations within SuccessFactors (SF).*

Throughout the guide, you will see **ICONS** that note the following:

IMPORTANT

This symbol indicates crucial information that may impact the process and/or user.

REQUIRED

This symbol indicates the step is required.

BEST PRACTICE

This symbol indicates an opportunity to apply a best practice in performance management.

2nd LEVEL APPROVAL

This symbol indicates steps in the process that require approval from the 2nd Level Evaluator.

NAVIGATING YOUR DASHBOARD

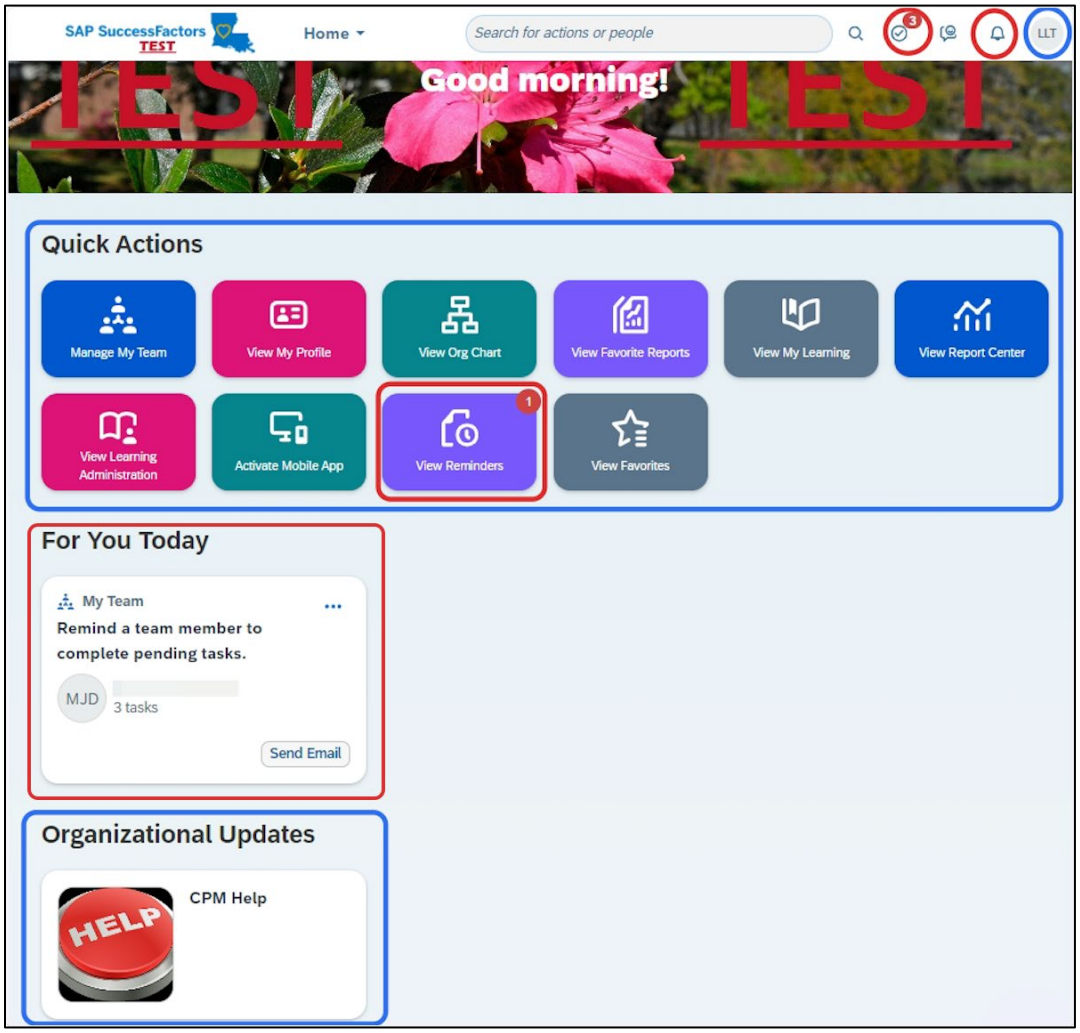
When you log into SuccessFactors (SF), your dashboard will have these features. Note: Card locations and colors may vary and change.

The items noted by **blue outlines** are navigation options. These include:

- **Main Menu / Home** – This is a drop-down menu that will allow you to navigate to your designated sub tabs. (See Settings to change navigation.)
- **User Icon / Account** – Clicking here will allow you to see your account information and change your settings.
- **Quick Actions** – These cards allow you to navigate to specific items in one click.
- **CPM Help** – Clicking here will open a page of CPM related resources.

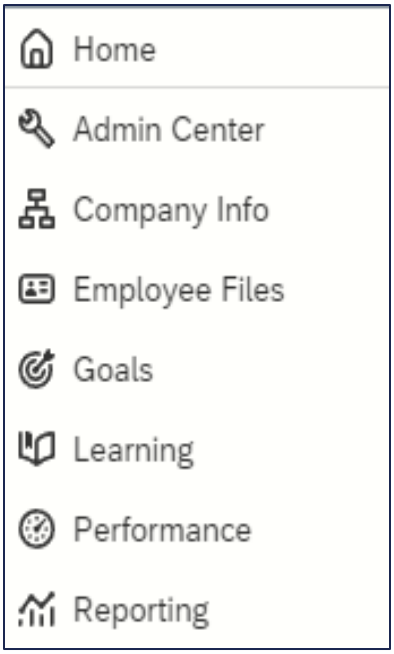
SuccessFactors has multiple tools to notify you of items that may need your attention as noted by the **red outlines**. These include:

- **To-Do List** – Click here to see a list of tasks and timelines for completion. You can navigate to the items directly from the To-do List.
- **Notifications** – Click here for notifications. You must configure this in Settings or you will receive your notifications via email.
- **Reminders** – Click here to view reminders for tomorrow.
- **For You Today** – This area displays tasks you could work on today.



NAVIGATION BASICS

SuccessFactors has multiple navigation options for many actions. For most actions, you will use either the Home drop-down menu at the top of the screen or the Quick Actions cards. As you work in the system, you will find the navigation sequence that works best for you.



This is the Home menu and the actions associated with it.

Admin Center = For Agency Administrators only

Company Info = Open the Organizational Chart

Employee Files = Open your Profile

Goals = View the Goal Plans for you and your employees

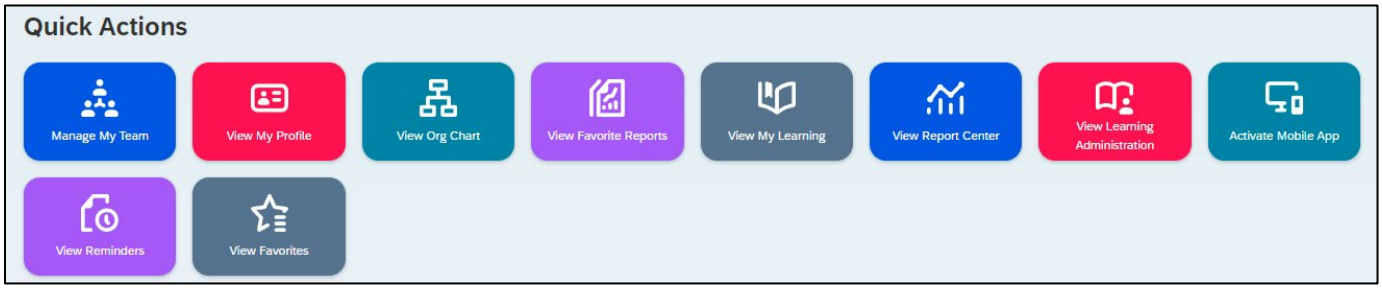
Learning = Navigate to the Learning Management System for training

Performance = Navigate to Inbox and CPM Forms

Reporting = Allows you to run the reports available to you

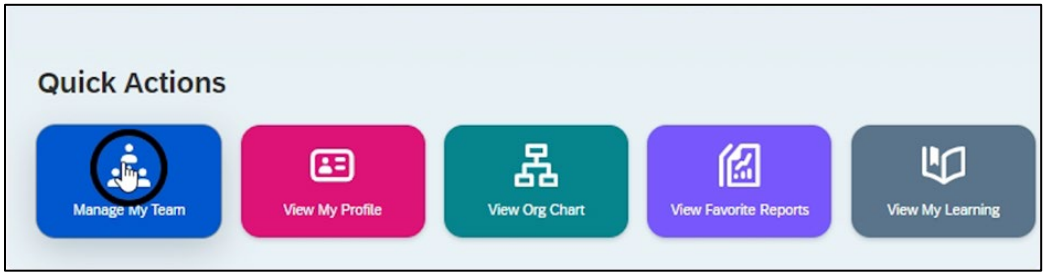
Your Home menu may not have all of the options listed here. Your menu and access rights are based on your roles and responsibilities within your agency.

Many actions can be opened from the Quick Action cards as well as through the Home menu. The **Manage My Team** card offers you a shortcut to navigate to actions associated with any of your direct reports. However, certain actions are only available through these cards, including **View Reminder**s and **View Favorites**.

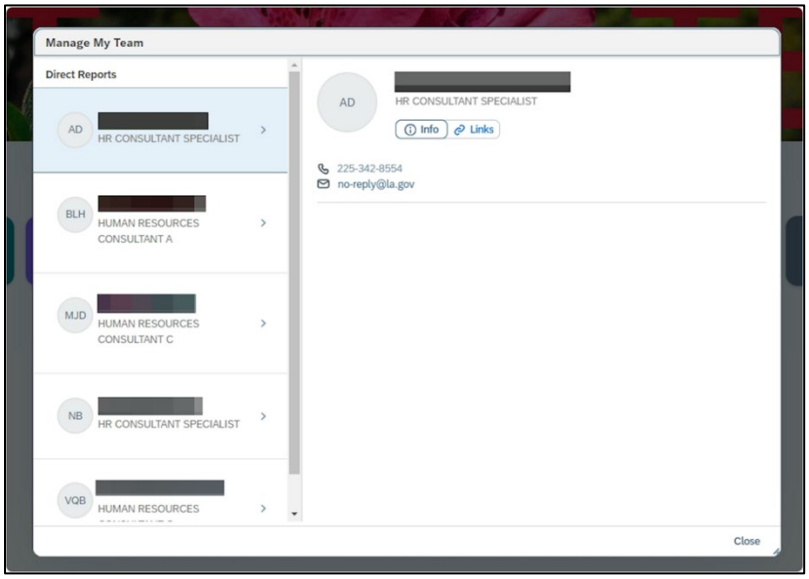


USING THE MANAGE MY TEAM QUICK ACTION CARD

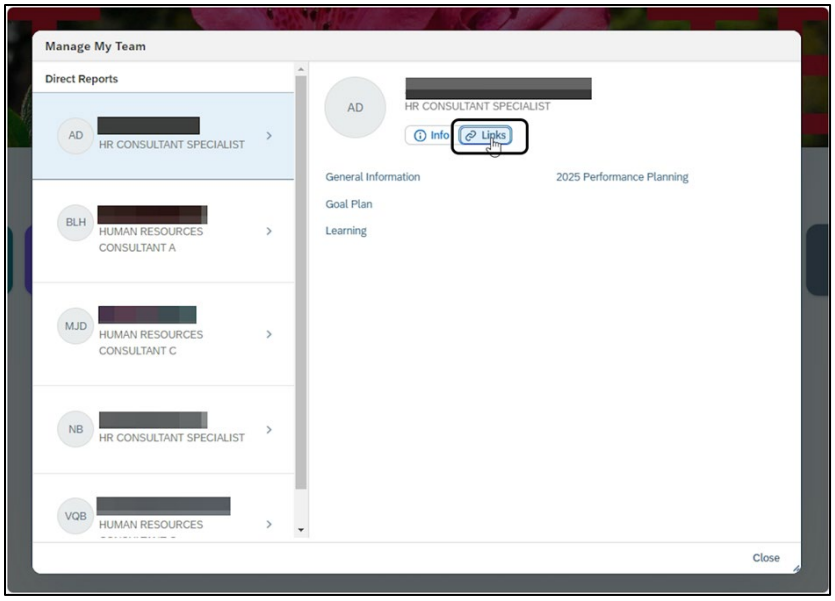
1. **Click on the "Manage My Team" Quick Actions card.**



2. **A window with a list of your Direct Reports opens. For each employee, you can see contact information.**

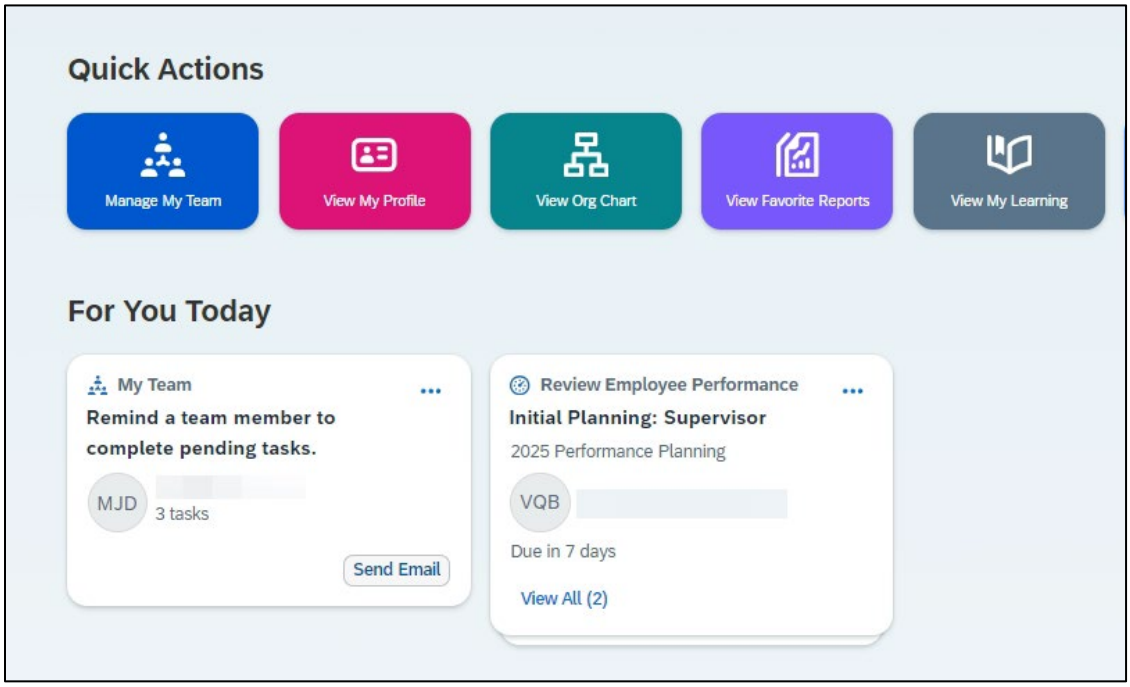


3. **From "Links," you can navigate to the employee's General Information, Goal Plan, and Learning. Some performance management forms may be available from this menu as well.**

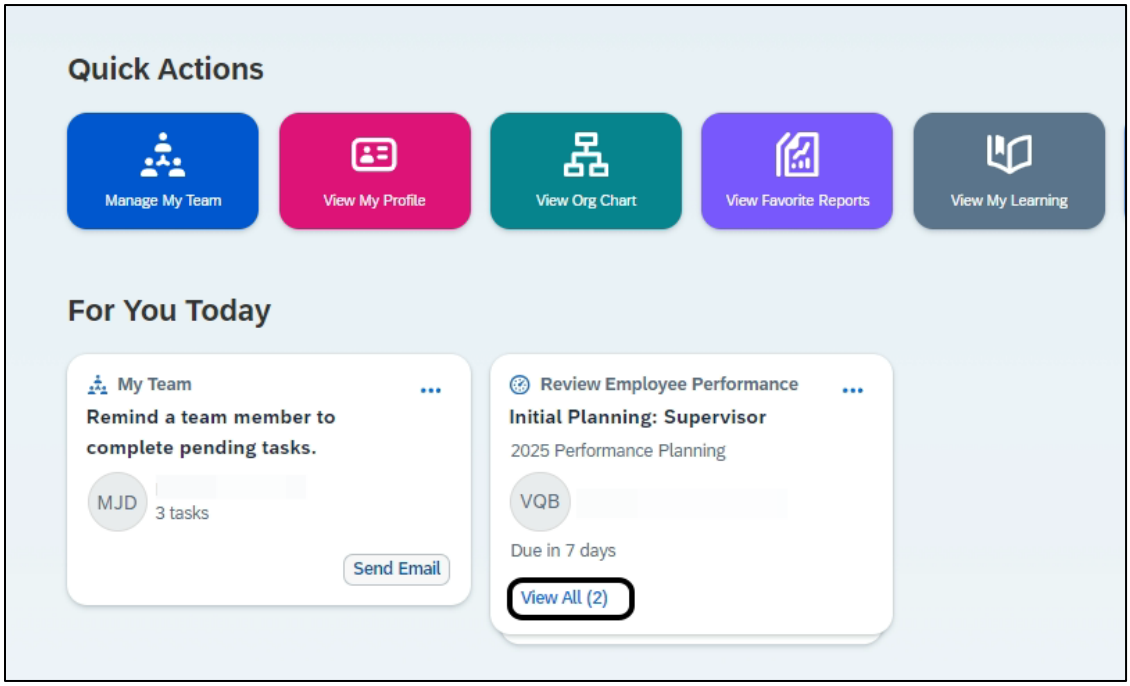


VIEWING AND CREATING REMINDERS

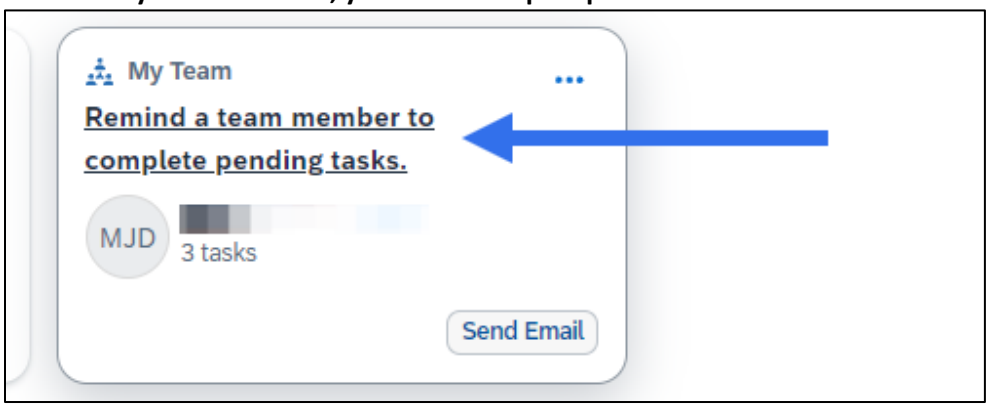
1. **In the "For You Today" section, you will see two different types action cards to be completed. First, you will see “My Team” action cards that show all of the “Pending Tasks” your direct reports must complete. Second, you will Performance Management tasks regarding CPM forms.**



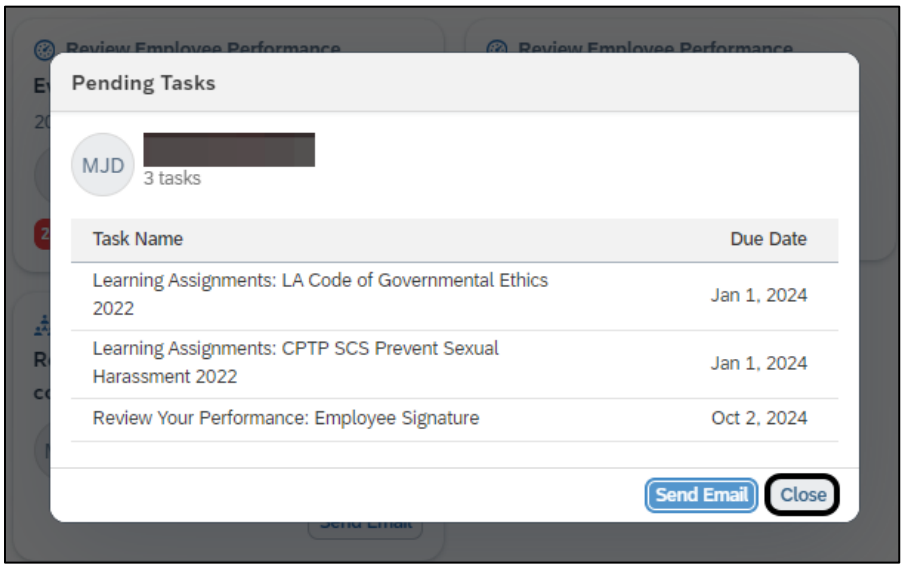
2. **Similar actions will stack on top of each other. Click "View All" to see the actions in that stack.**



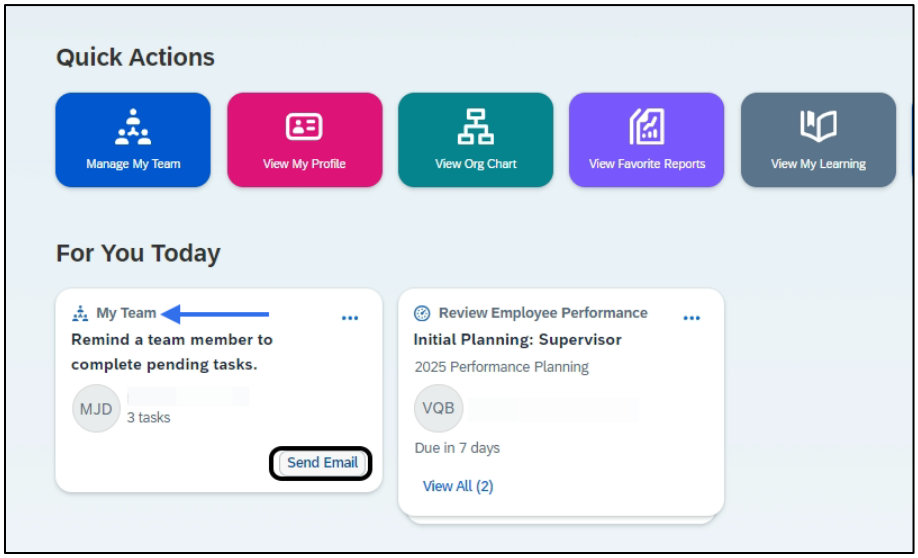
3. **For "My Team" actions, you have multiple options. You can click on the link to open the detailed view.**



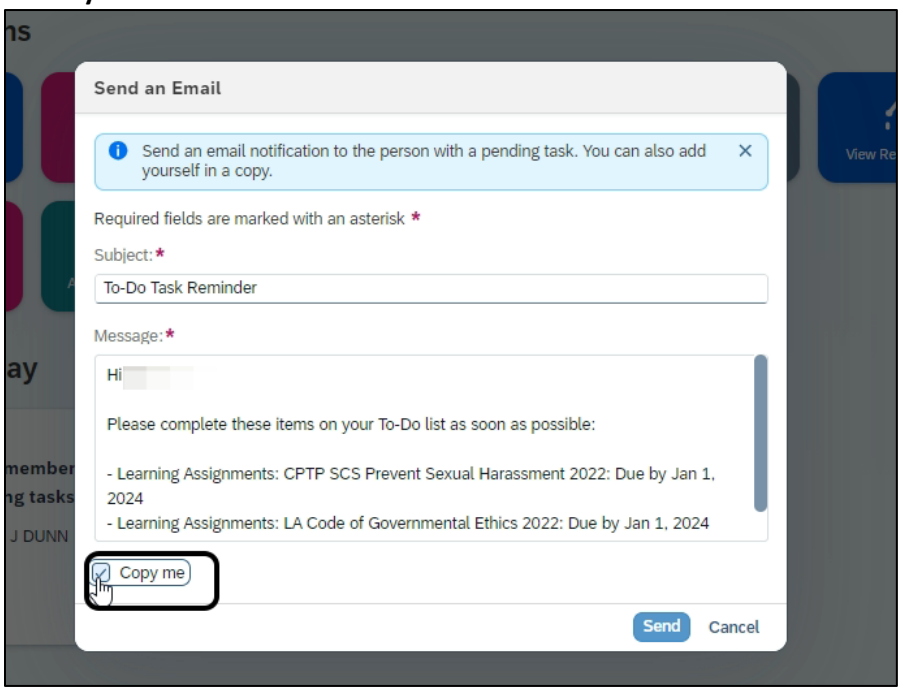
4. **This view lists all of the "Pending Tasks" and "Due Dates" for each task. From the detailed view, you can send a reminder email or close the window.**
5.



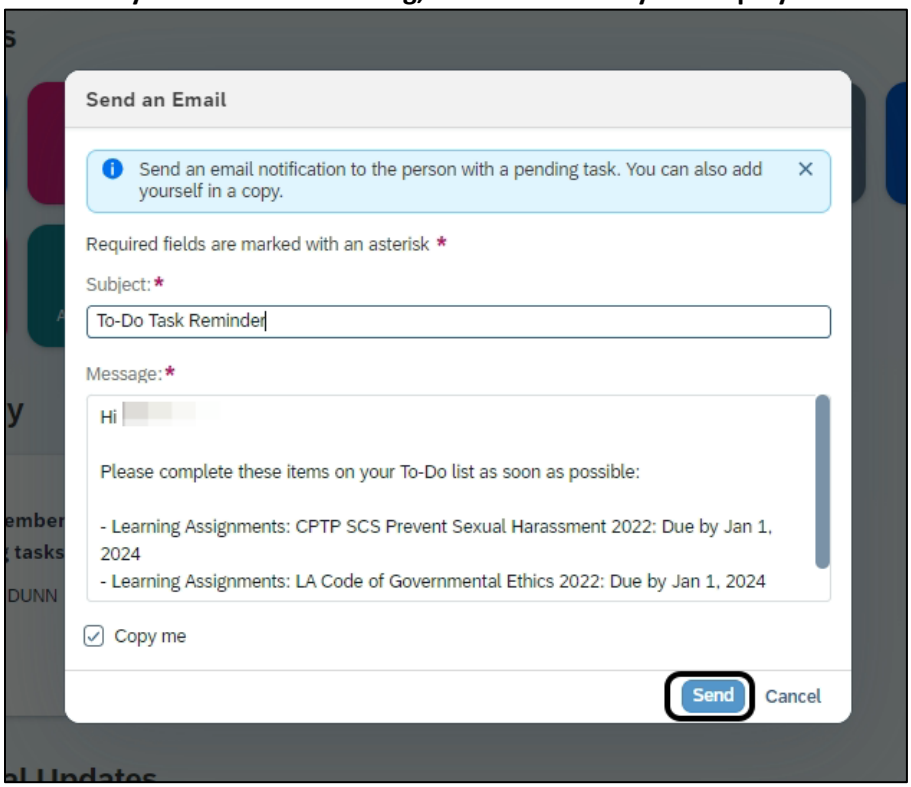
6. **From the My Team action card, you can also click on "Send Email" to send a notification to your employee.**



7. **You can also edit the email. Click in the "Subject" field to customize the subject. Click anywhere in the "Message" window to edit the body of the email. Click the "Copy Me" box, if you want a copy to be sent to you as well.**

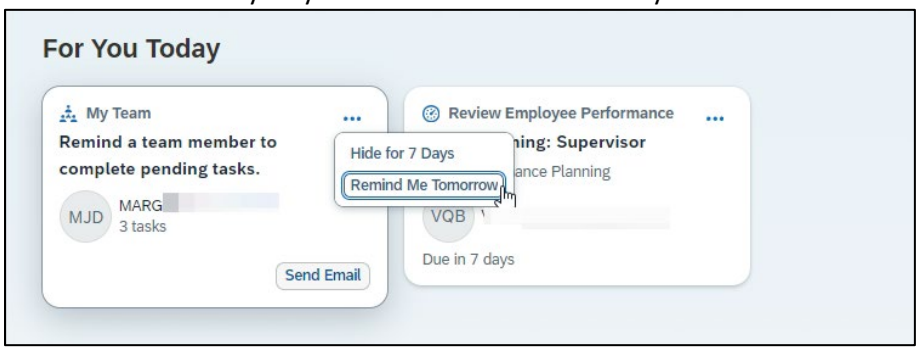


8. **When you are finished editing, click "Send" and your employee will be notified.**

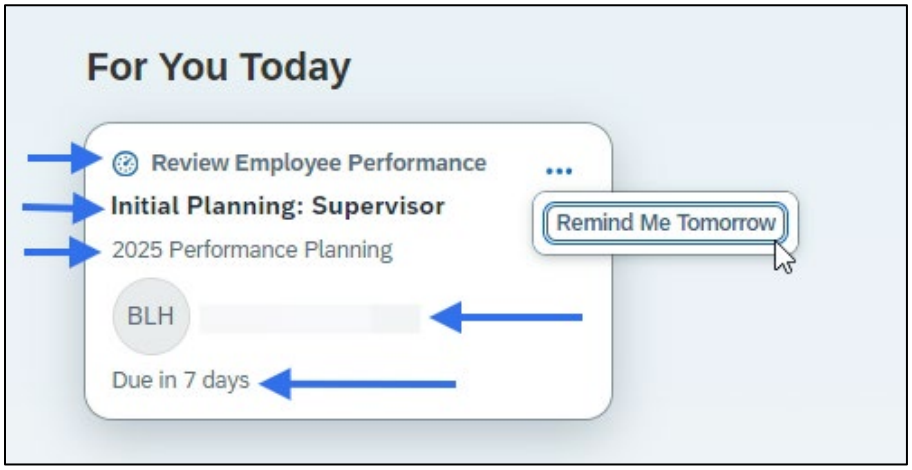


9. **If you don't want to send an email, click the box with the 3 dots to see your other options. You can either "Dismiss" the reminder or you can select "Remind Me Tomorrow."**

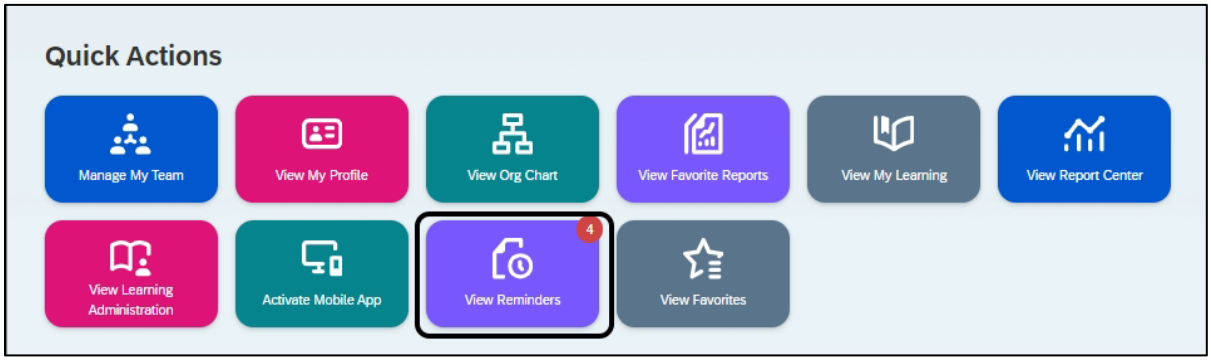
NOTE: This is the only way to create reminders in the system.



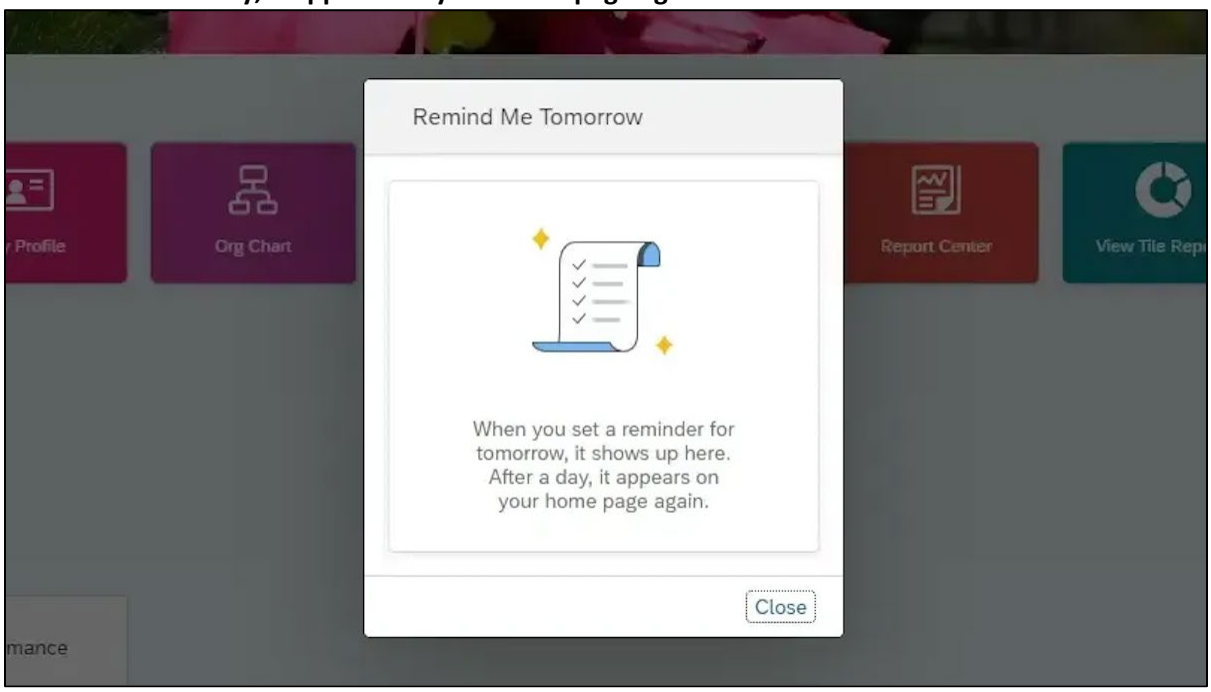
10. **For Performance Management tasks, you only have 1 option when you click on the three dots: "Remind me tomorrow." To go to the form, click on any of the lines on the card.**



11. **Click on the "Reminders" Quick Action card to view the reminders you create.**



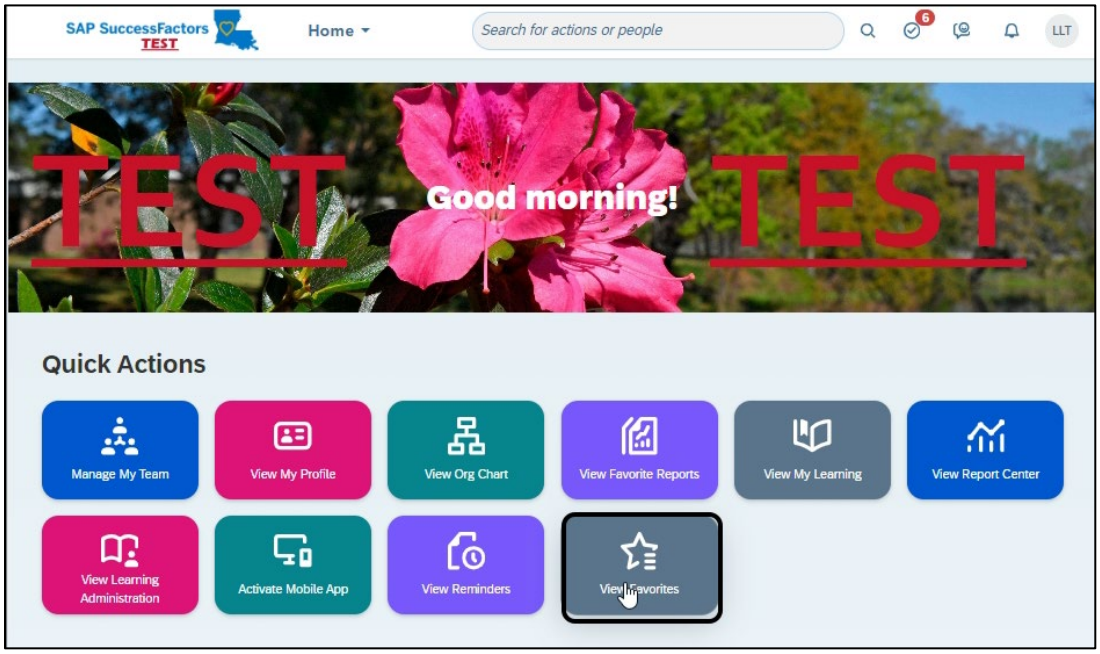
12. **If you dismiss a reminder, you will get this message: "When you set a reminder for tomorrow, it shows up here. After a day, it appears on your home page again."**



SELECTING FAVORITES

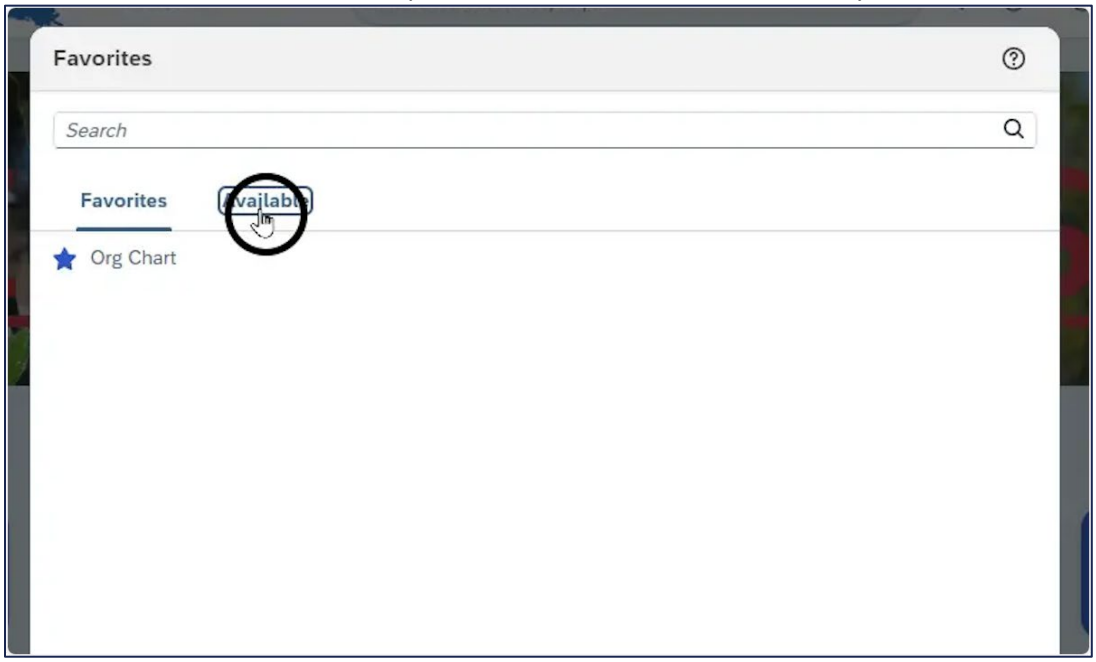
1. Click on the "View Favorites" Quick Action card.

NOTE: The card color and location may vary by user.

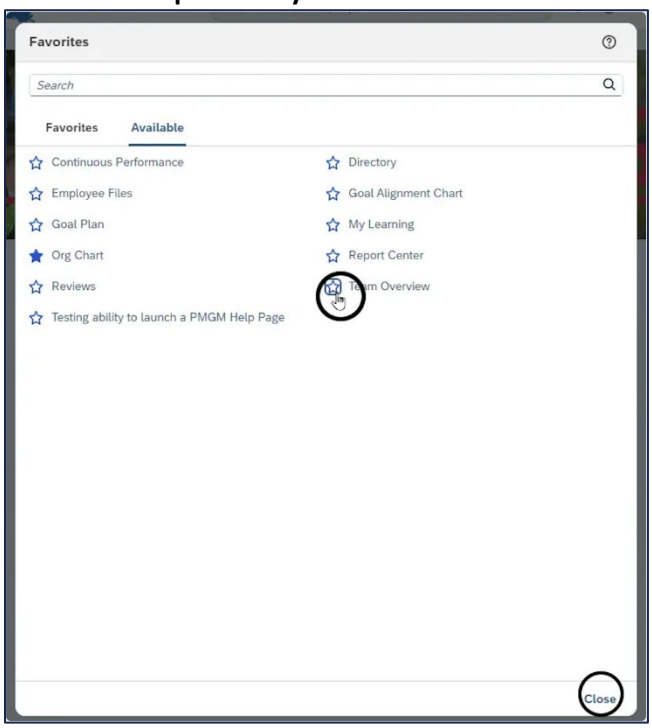


2. Click "Available" to see your options for Favorites.

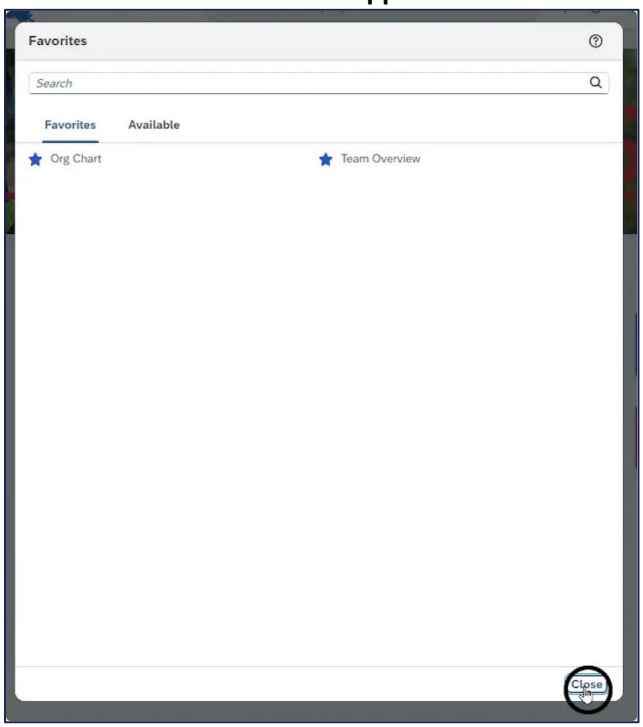
NOTE: This role based, so not all options shown will be available to everyone.



3. **Click on the star next to the option you would like to add to your Favorites. Click "Close" to add all selected options to your Favorites card.**



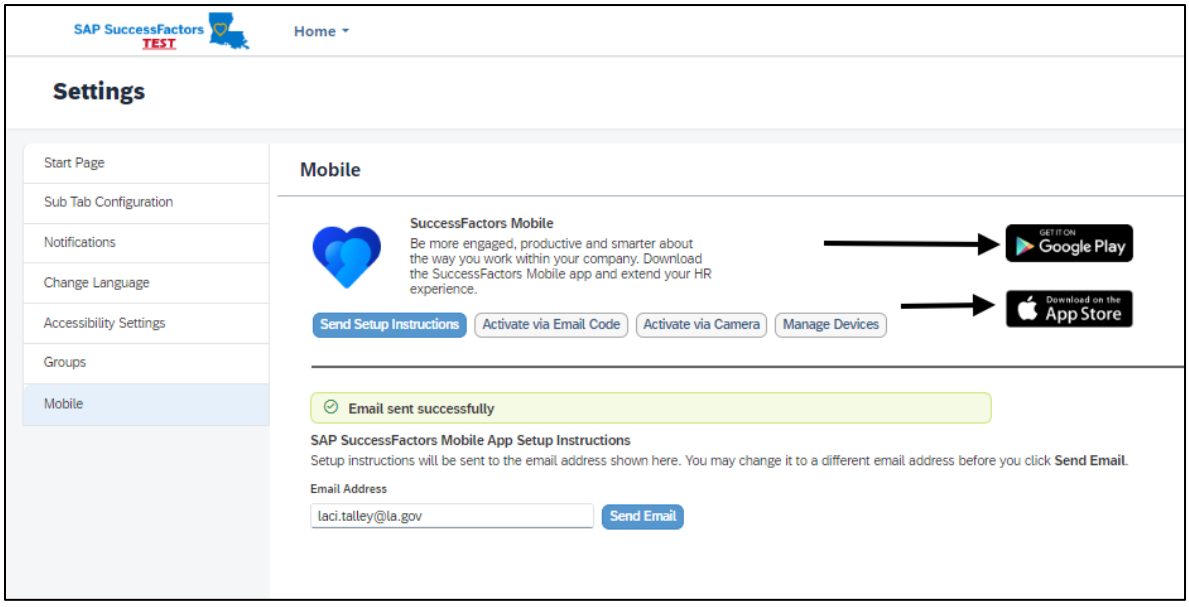
4. **Your selections will now appear under "Favorites." Click "Close" to close this window.**



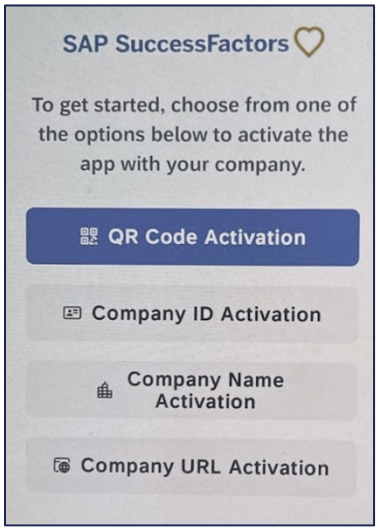
MOBILE ACTIVATION

1. Click on the "Activate Mobile App" Quick Action card.

2. Download the SuccessFactors app on the appropriate app store for your device.

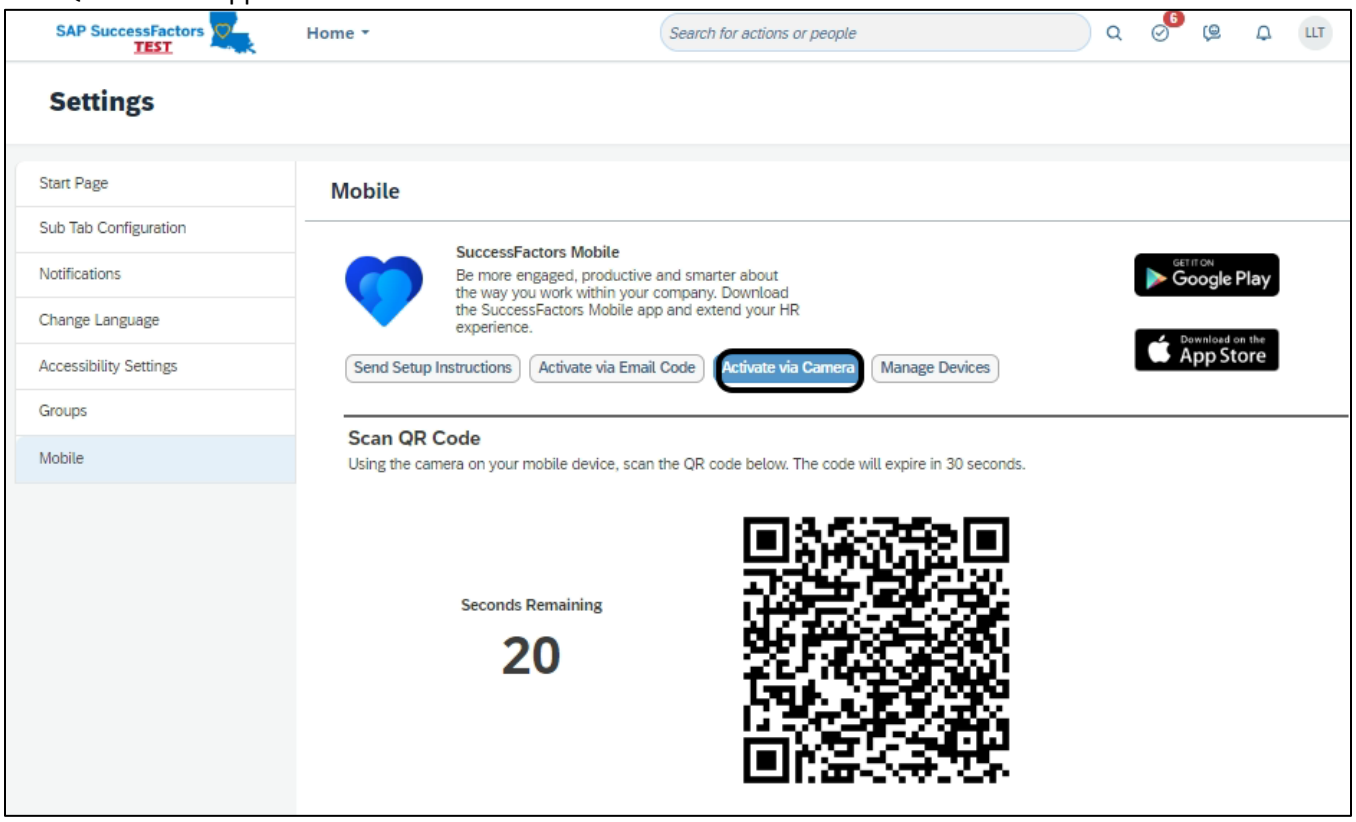


3. Follow the on-screen instructions on your device. Open the app. Click "SCAN QR CODE."



4. Then, in Success Factors, click on "Activate via Camera" and use your phone's camera to scan a QR Code.

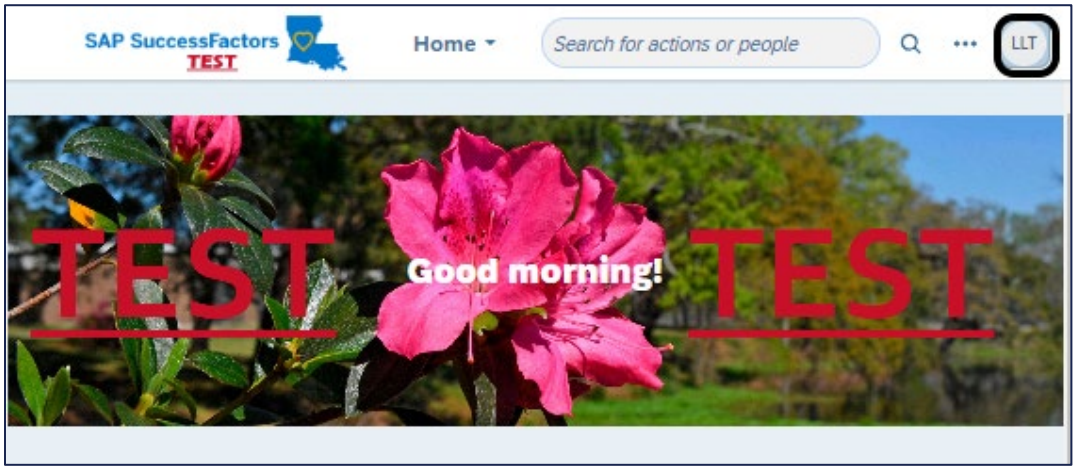
NOTE: You only have 30 seconds to scan the QR code before it expires. If it expires, click “Get New Code” and a new QR code will appear.



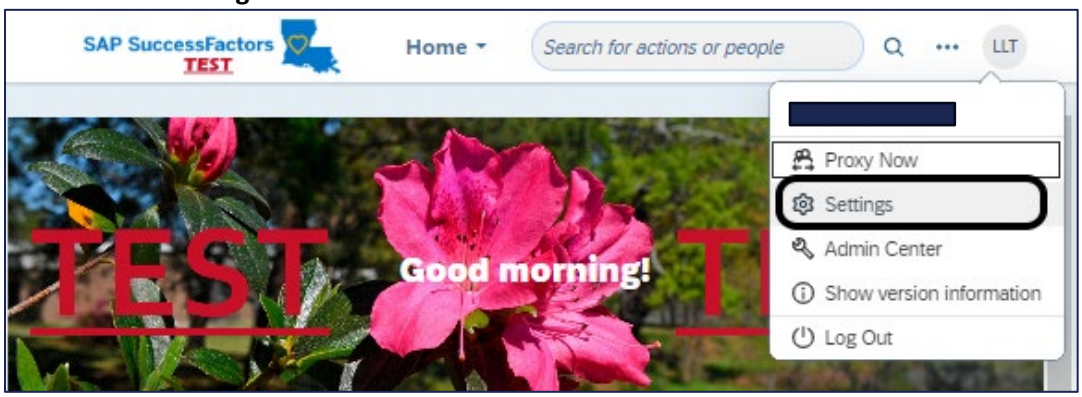
HOW TO CHANGE YOUR ACCESSIBILITY SETTINGS

Accessibility refers to the ability of all users to access and interact with the application, including those who use assistive technologies. You can use these settings to optimize the application to suit your needs and preferences.

1. **In the top right corner of the screen, you will see your User Icon. Click on your User Icon.**

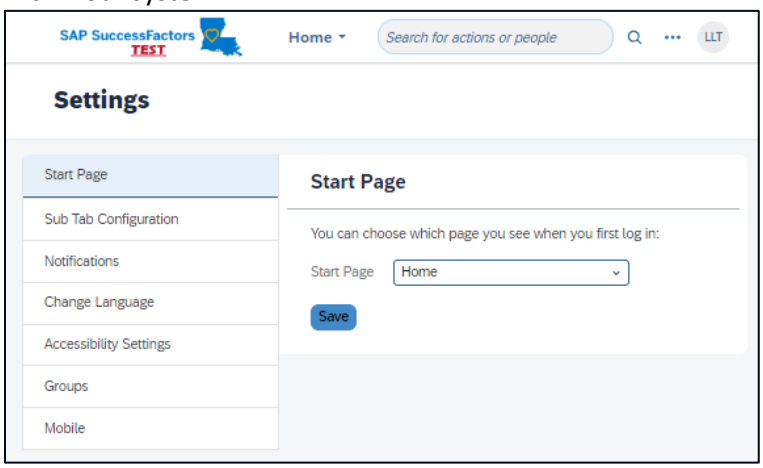


2. **Click on "Settings" in the menu.**



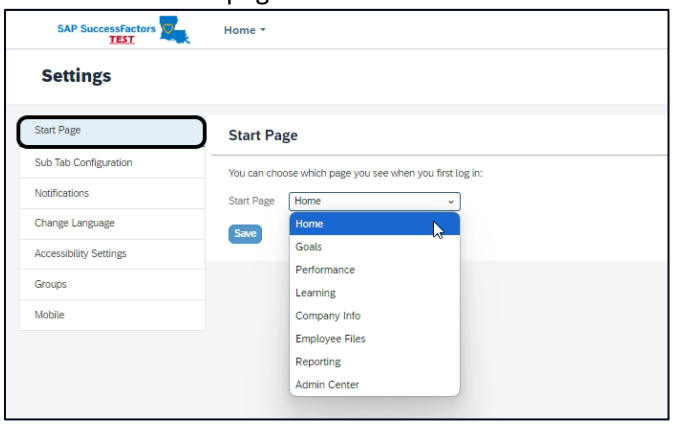
3. **This is your "Settings" page.**

NOTE: You cannot change "Sub Tab Configuration," "Notifications" or "Language" settings. "Groups" is not used within our system.



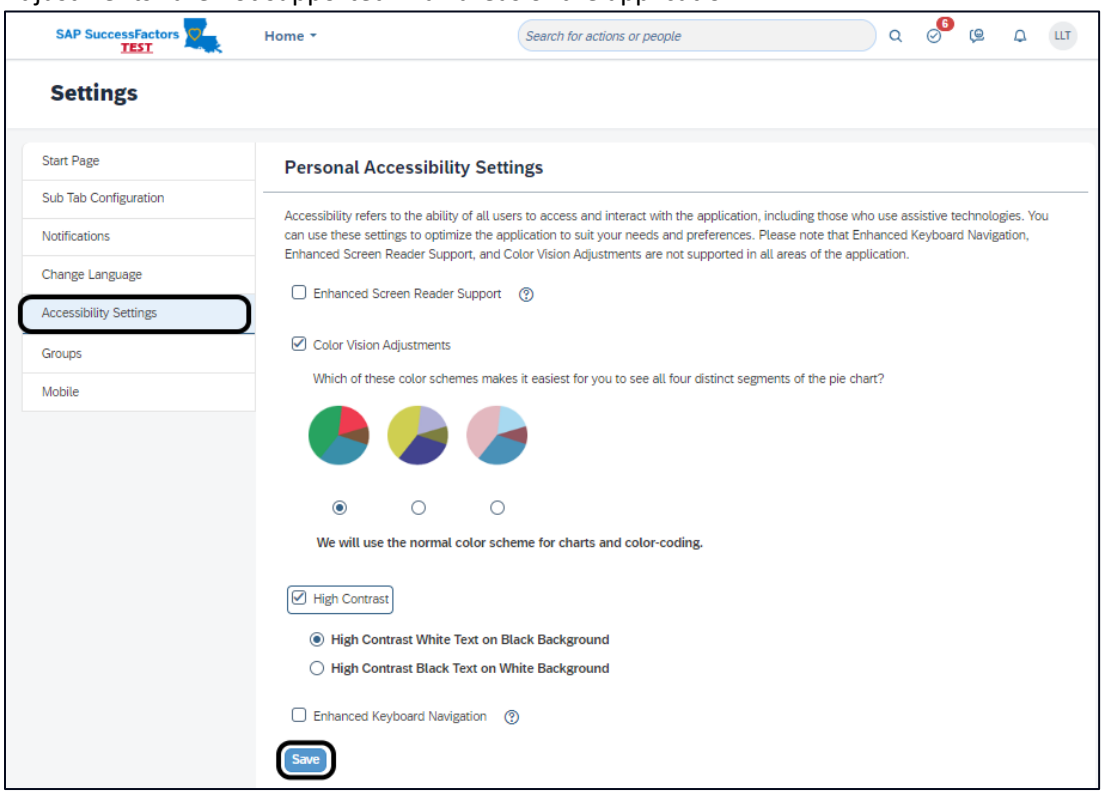
4. **Click "Start Page" and use the drop-down menu to select the page you want to see when you first log in.**

NOTE: The default page - Home - is recommended.

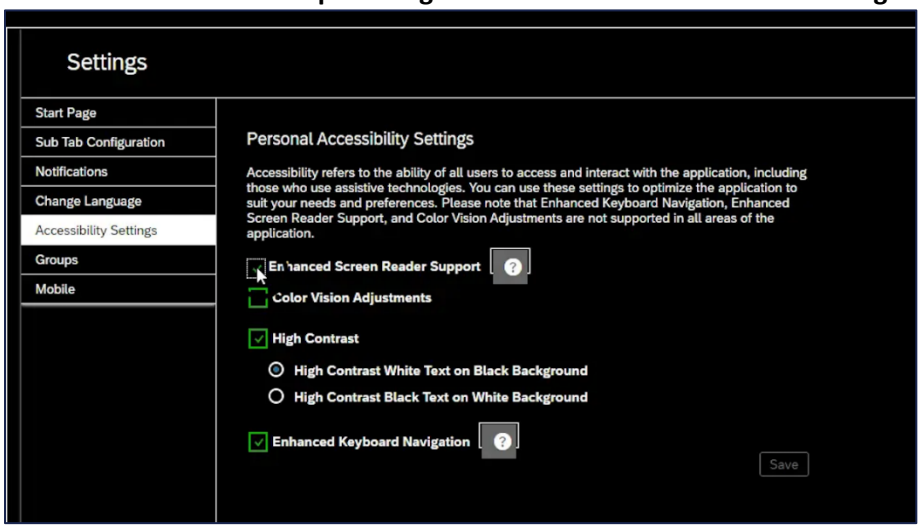


5. **Click "Accessibility Settings" to select support features, if necessary. Click "Save" after you have made your selections.**

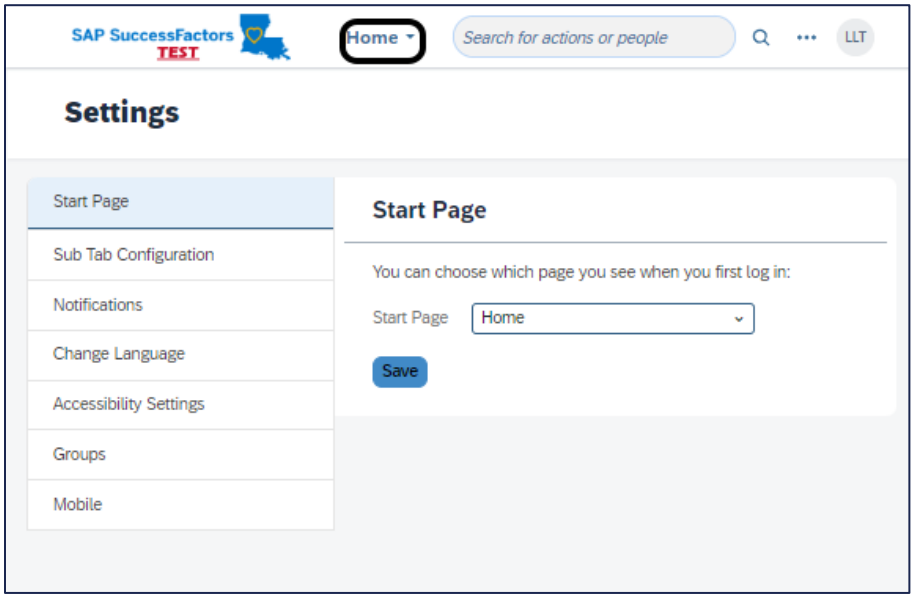
NOTE: “Enhanced Keyboard Navigation,” “Enhanced Screen Reader Support,” and “Color Vision Adjustments” are not supported in all areas of the application.



6. **NOTE: This is an example of High Contrast White Text on Black Background.**



7. **Click on the Home menu to exit settings.**



PERFORMANCE MANAGEMENT BASICS

Performance Management is the ability to direct and to evaluate the work and the development of employees. A performance evaluation system provides structure to the communication that takes place between an employee and a supervisor. It gives both the supervisor and the employee guidelines on how to talk about performance, goals, and necessary improvements.

The Continuous Performance Management (CPM) system will help you:

- Establish clear work and behavior expectations
- Establish realistic work goals
- Hold people accountable for progress on work goals
- Delegate tasks based on agency and departmental goals
- Hold regular discussions to assess work performance

This performance evaluation system can, also, assist a state agency in meeting its mission. The process allows a supervisor to align employee performance expectations with agency goals and objectives, which can help employees know what role they play in helping the agency accomplish its mission.

Supervisors should look at the performance evaluation system as a roadmap to get their employees from where they are now to where they need them to be. When done right, a performance evaluation system is an excellent tool to raise employee performance.

Employees should think of a performance evaluation system as a great learning opportunity. Through this process, employees can learn what their supervisors view as important to be successful. Employees can also learn how to improve and enhance their performance through the feedback provided by their supervisors.

PERFORMANCE MANAGEMENT FORMS

All performance management forms are launched by your Agency Administrator. Once a form is launched, only the Agency Administrator can delete the form or launch a new form.

The Performance Management process requires the completion of 2 forms during the performance year: the **Performance Planning Form** and the **Performance Evaluation Form**.

Goals can be added either directly to the Performance Planning Form or to the Goal Plan. After they have been added, goals will appear on the Performance Planning Form and the Goal Plan. These goals will automatically be added to the Performance Evaluation form.

As long as the Goal Plan is UNAPPROVED, you, as a supervisor, can edit the Goal Plan, which includes adding goals, editing all goal fields, and deleting goals.

Once the form is sent to the 2nd Level Evaluator, the Goal Plan State is “Approved.” This means the form is locked and goals cannot be edited, added, or deleted.

If the form is returned to the Evaluating Supervisor, the Goal Plan Status returns to “Unapproved.” The form is unlocked and may be edited.

CONTINUOUS PROCESS MANAGEMENT PLANNING

WHAT: CPM Planning is a multi-step process that begins with creating Goals for your employee(s). Goals can either be added through the employee's Goal Plan or directly to the CPM Performance Planning form. Goals created in the Goal Plan are automatically transferred to the planning form by the system. Likewise, Goals added directly to the form are automatically added to the employee's Goal Plan.

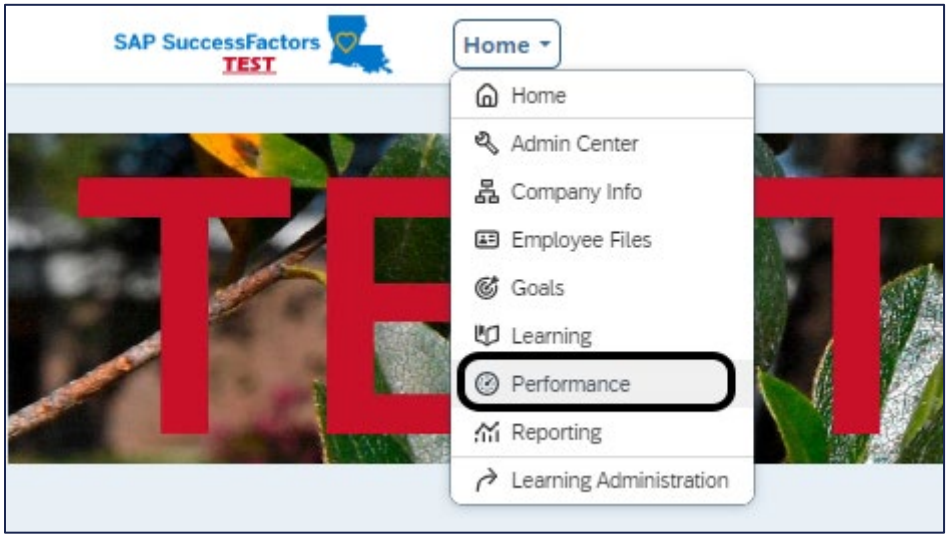
The supervisor, then, sends the completed form to the 2nd Level Evaluator for review and approval. The approved form is sent to the supervisor who, then, schedules and conducts a Planning Discussion with the employee. The supervisor documents the date and results of the planning discussion. The form is then sent to the employee to sign.

WHEN: Performance Planning occurs between January 1st and March 1st of every year.

WHY: Performance Planning is an opportunity for supervisors and employees to work together to establish goals and to develop a pathway for employee success.

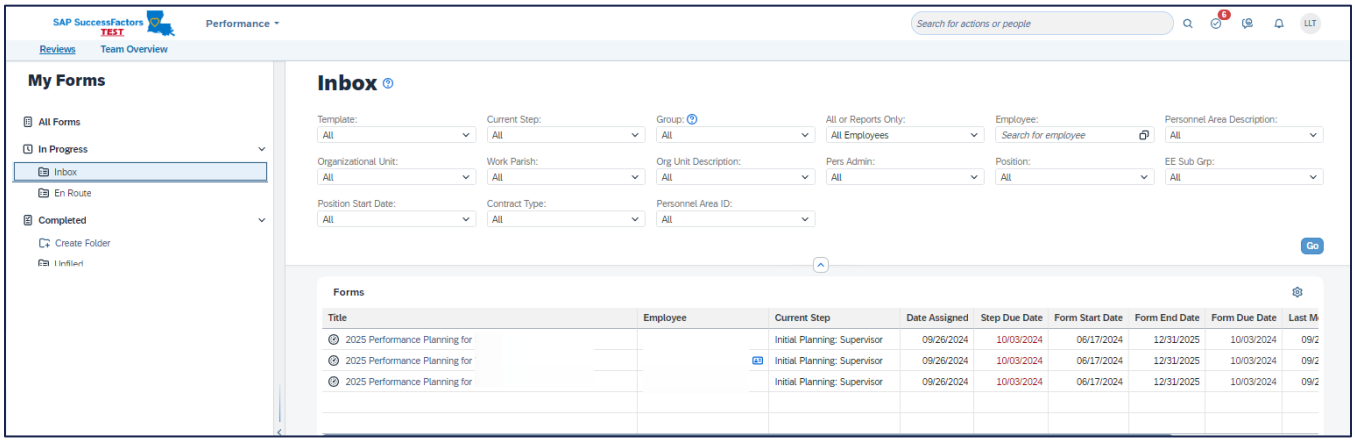
NAVIGATING YOUR PERFORMANCE / MY FORMS PAGE

1. **Click on "Performance" in the Home menu.**



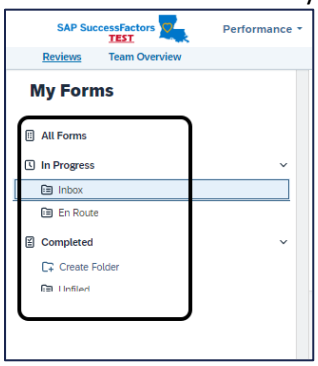
2. **The default page is called "My Forms." Here, all of the forms you are responsible for are stored. This includes your performance forms as well as your employees' performance forms.**

NOTE: The default view shows any forms that are "In Progress" and need review.
These forms require action on your part.

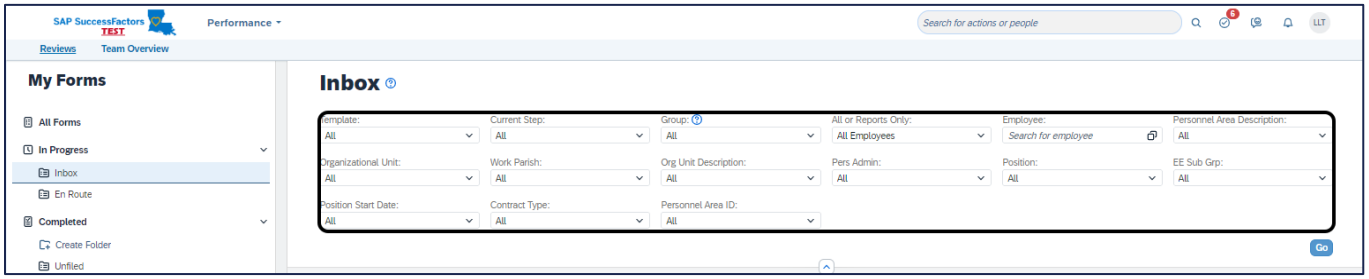


3. **Using the left sidebar, you may also view "All Forms," forms "In Progress," and "Completed" forms.**

NOTE: “En Route” shows a copy of the form from the last time you altered it. Real-time updates are not available nor can you see any changes made by the individual who has the form.

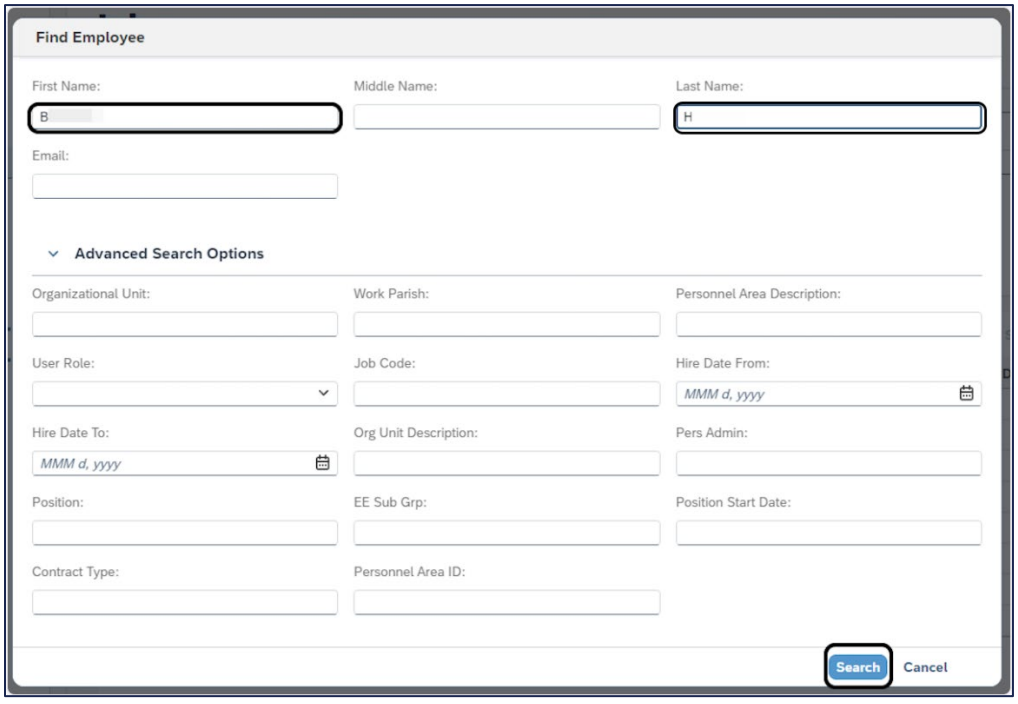


4. **You can use the Search box to find a specific employee using multiple parameters, such as Subject (Name), Organizational Unit, Work Parish, etc. To search using an employee's name, click on the search icon in the Subject field.**

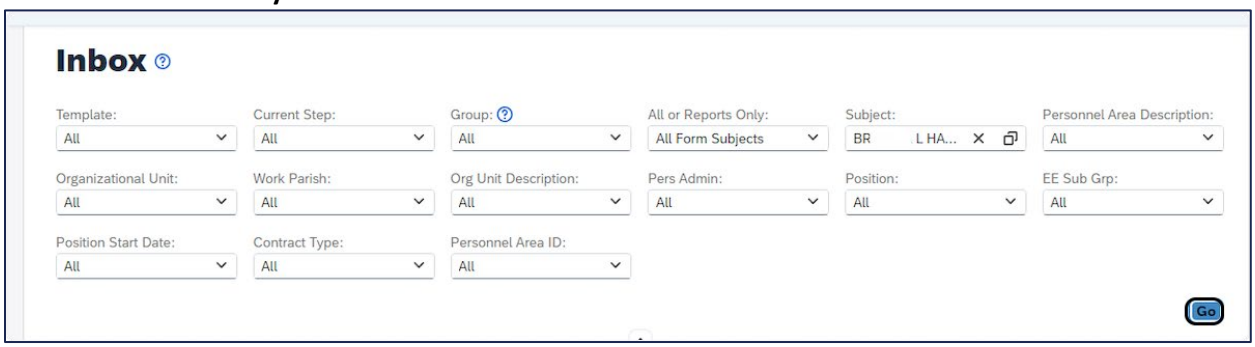


5. **Enter the employee's first and last name. Then, click "Search."**

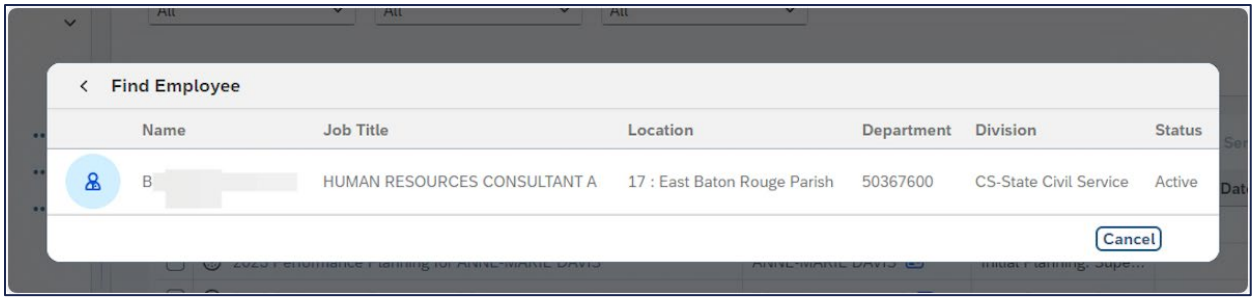
NOTE: For more search options, click on "Advanced Search Options."



6. You will return to your Inbox. Click "Go" to start the search.

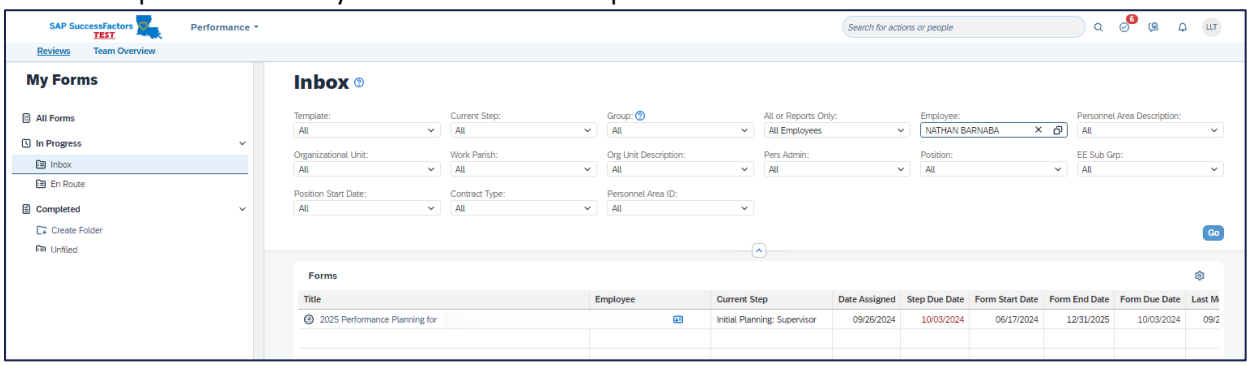


7. A list of employees with that name will appear. Click on the correct employee.

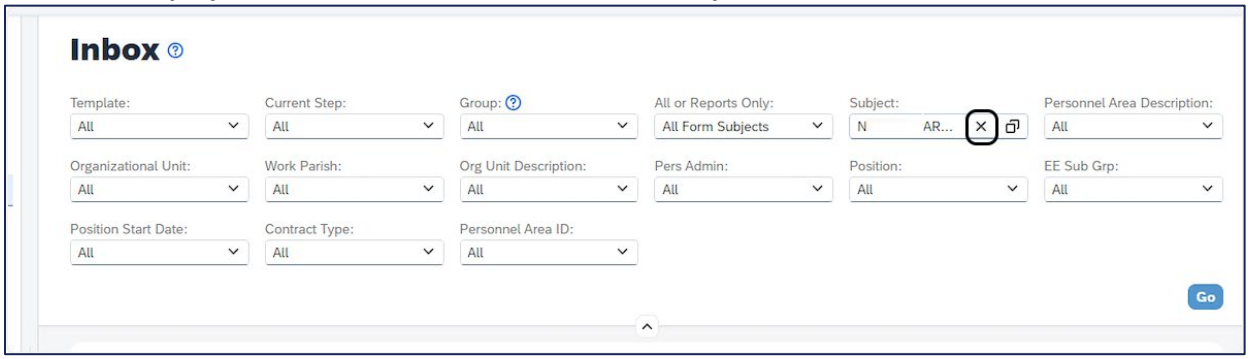


8. The current forms associated with that employee will be listed.

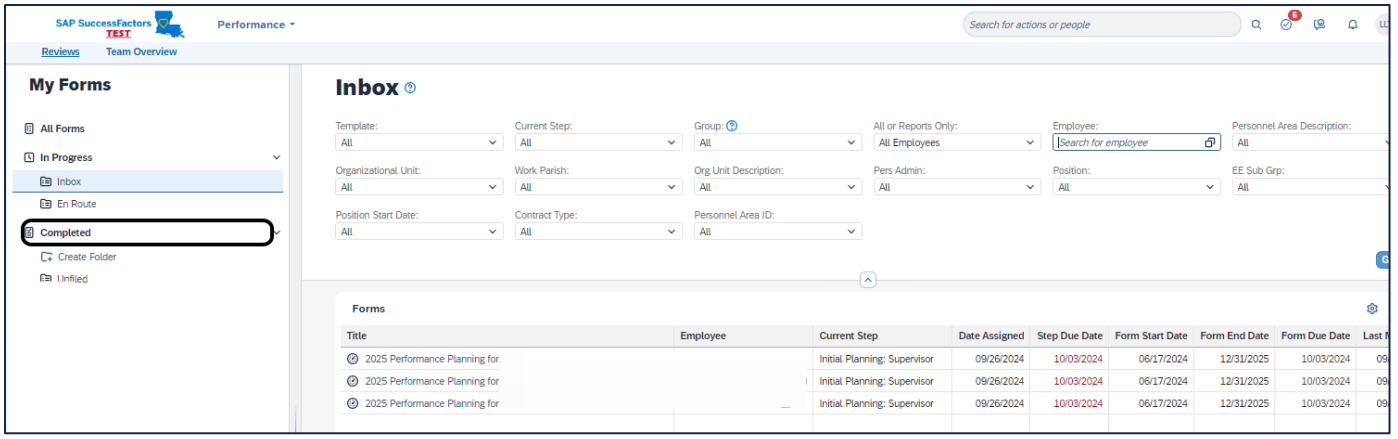
NOTE: Completed forms may be found in the "Completed" folder.



9. To return to the default view and see all forms in your Inbox, clear the Subject field by click the "X" next to the employee's name. Then, click “Go” to return to your Inbox.

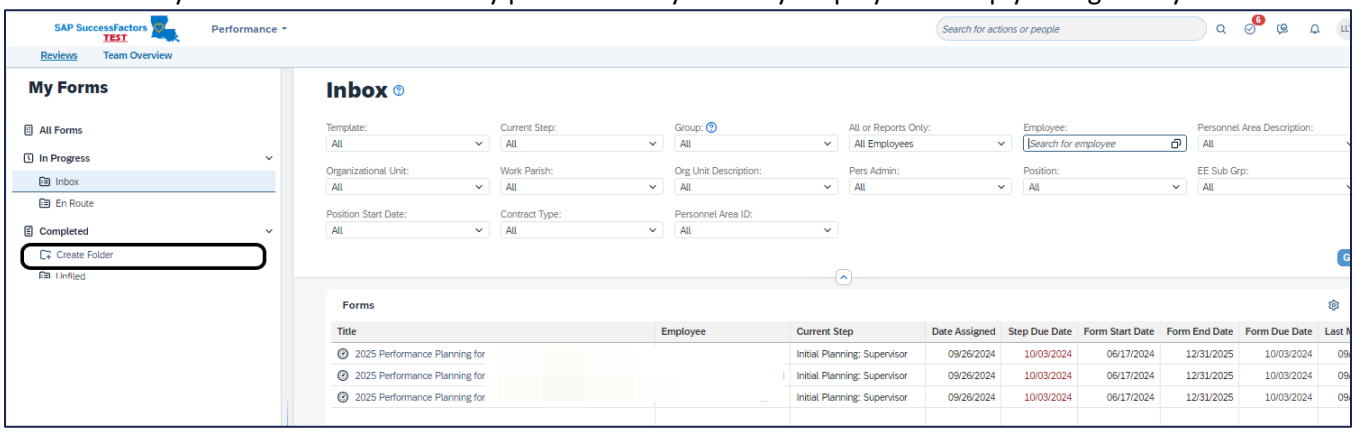


10. Within the "Completed" folder, you can create folders to help you organize your forms. Click "Completed."

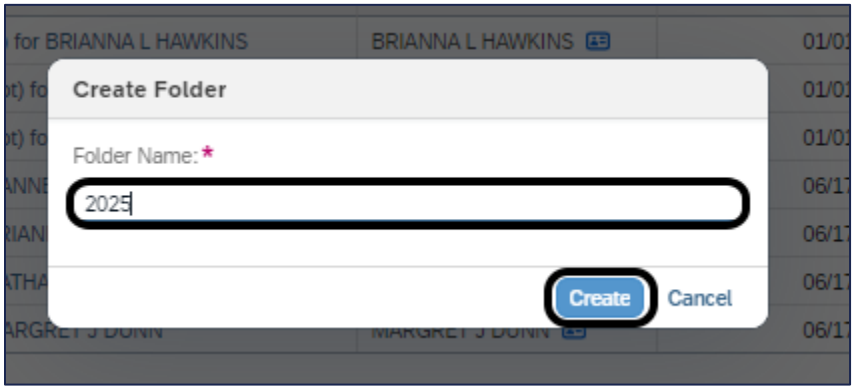


11. Click on "Create Folder."

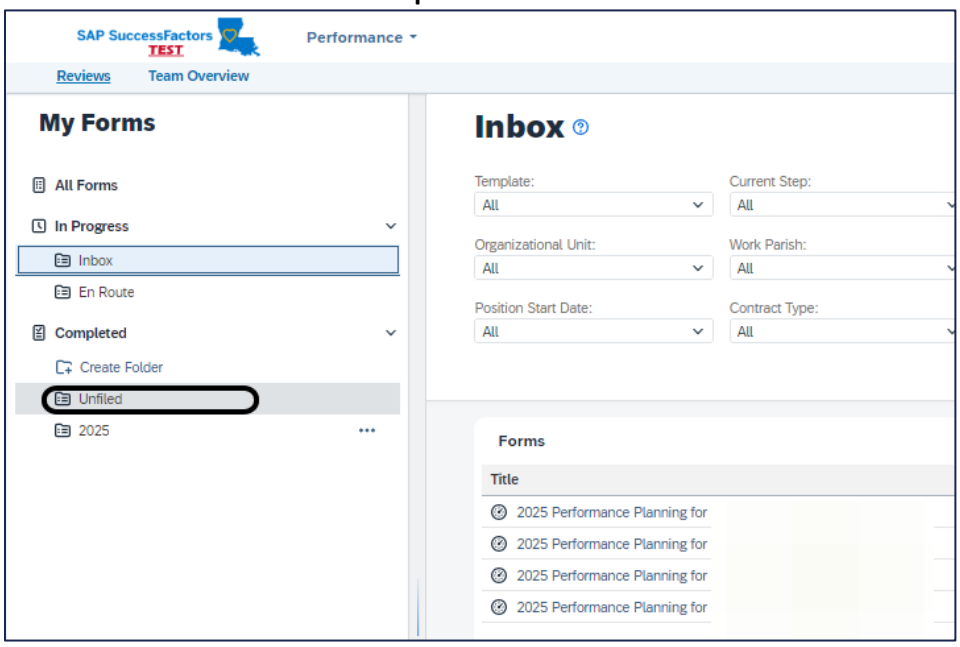
NOTE: You may want to create a folder by performance year or by employee to help you organize your forms.



12. Type the "Folder Name." The, click “Create.”

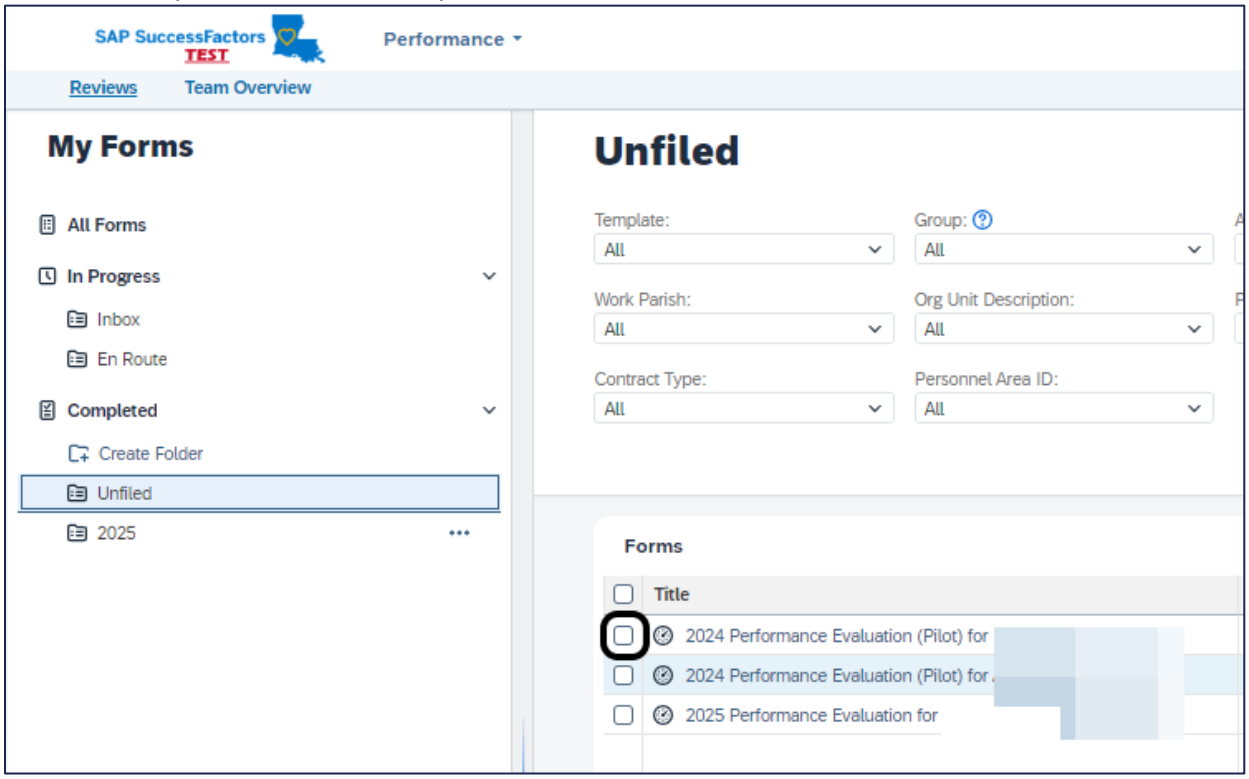


13. Click "Unfiled" to see the completed forms that have not been moved to a folder.

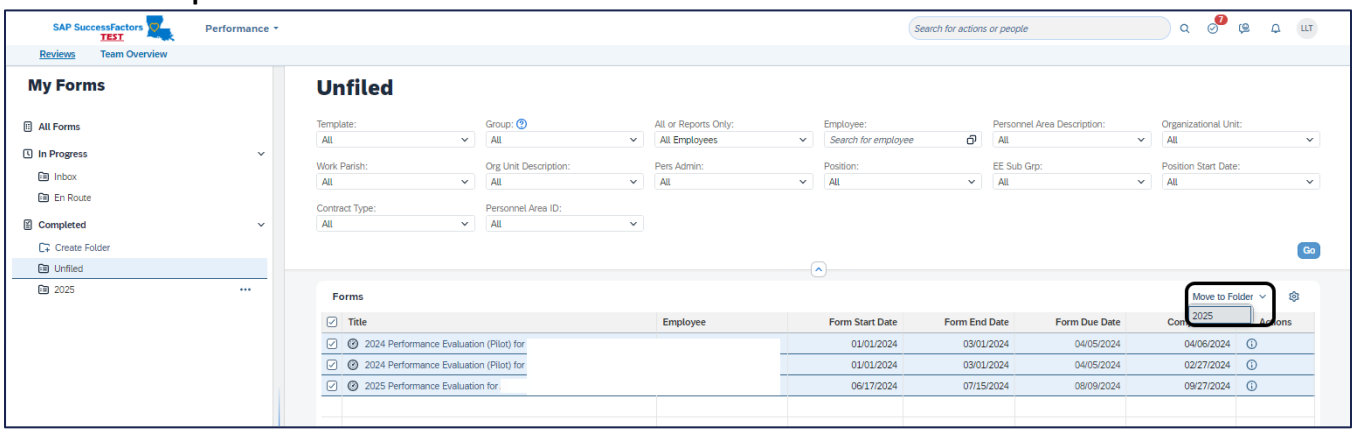


14. Click on the box next to the form you want to move.

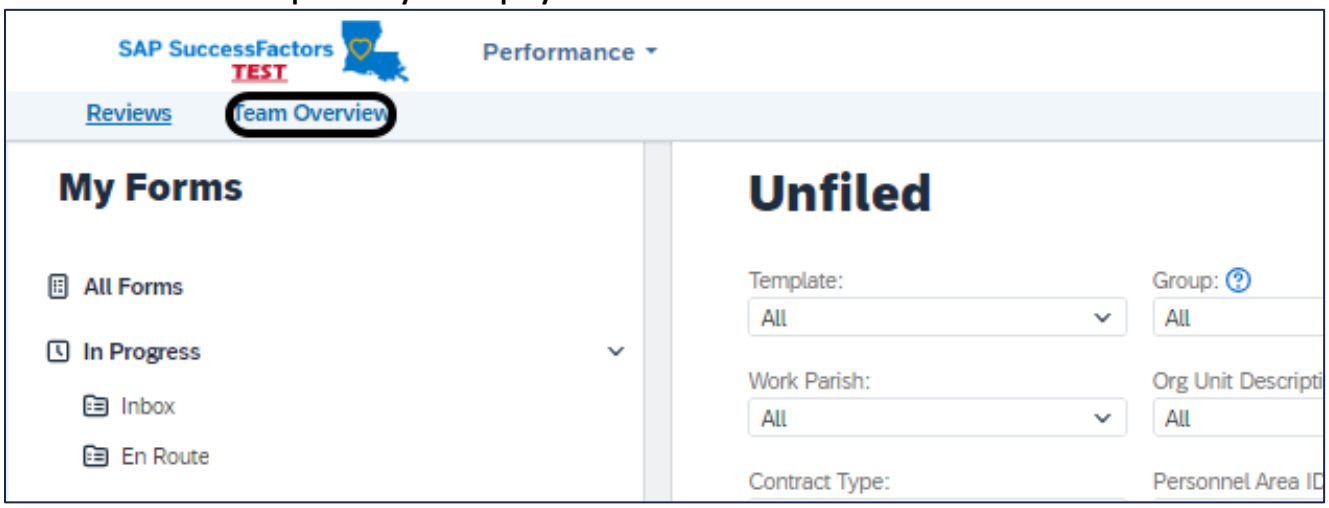
NOTE: You may click and move multiple documents at once.



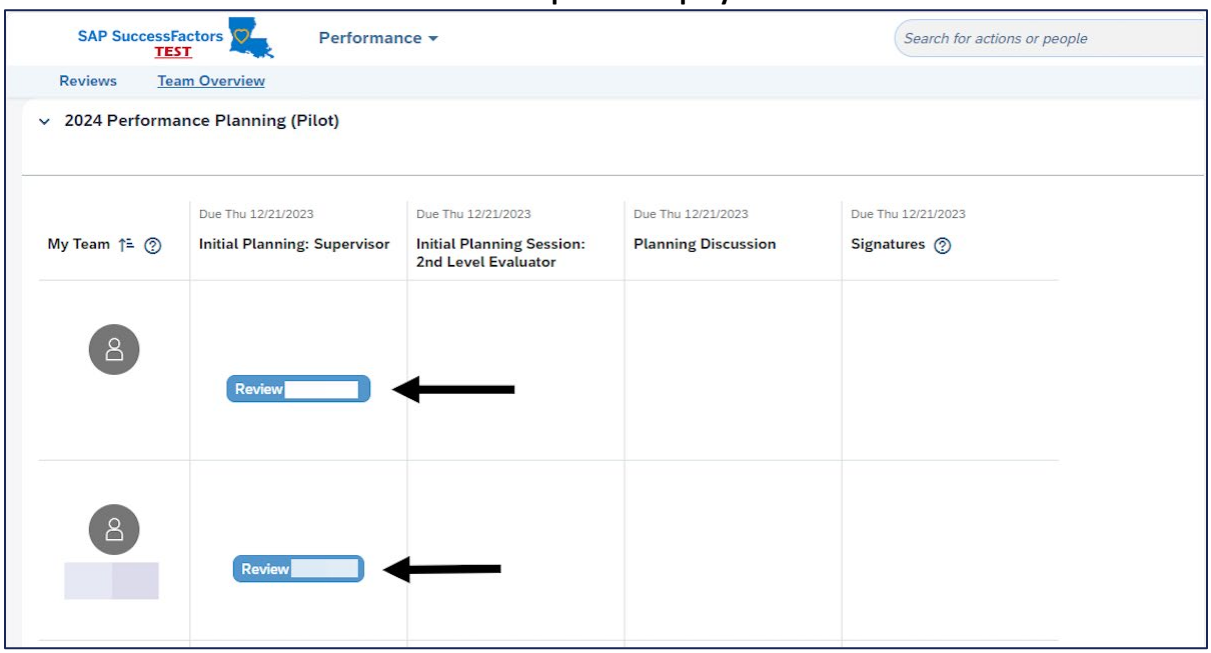
15. **Use the drop-down "Move to Folder" menu to select the correct folder and move the form.**



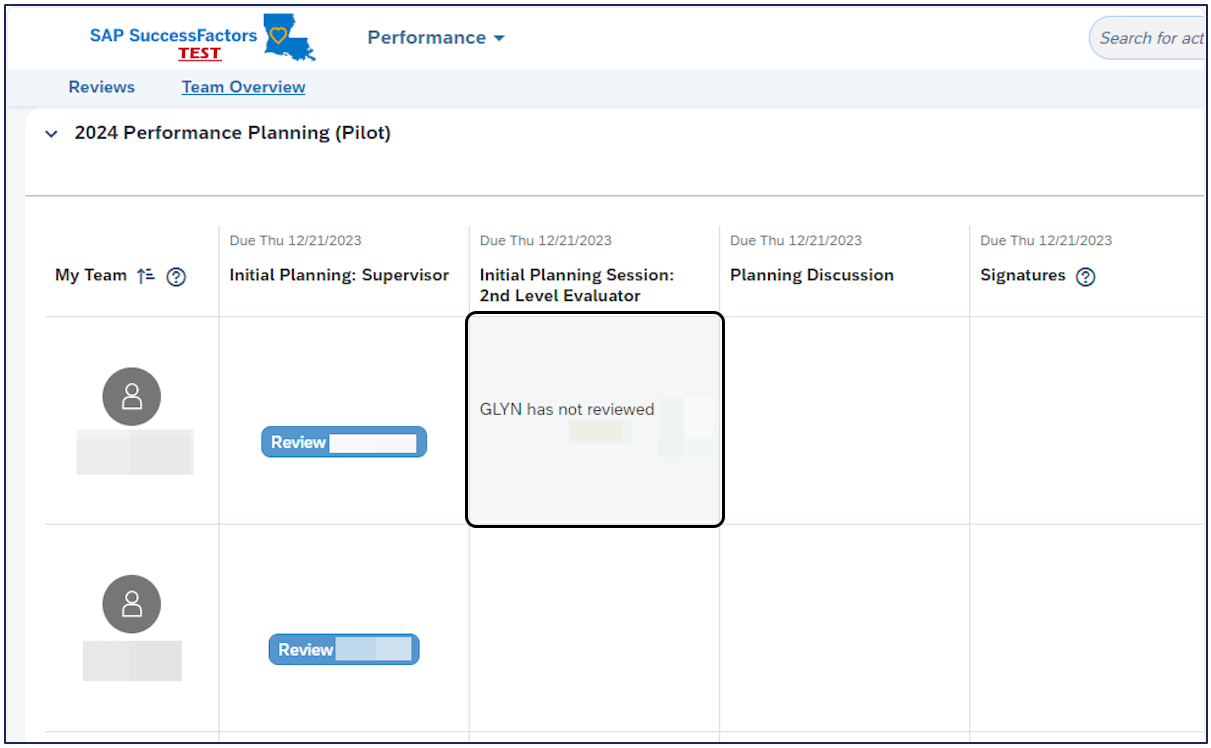
16. **Another method for navigating to performance forms is to use the Team Overview. Click "Team Overview" for a snapshot of your employees and the forms related to them.**



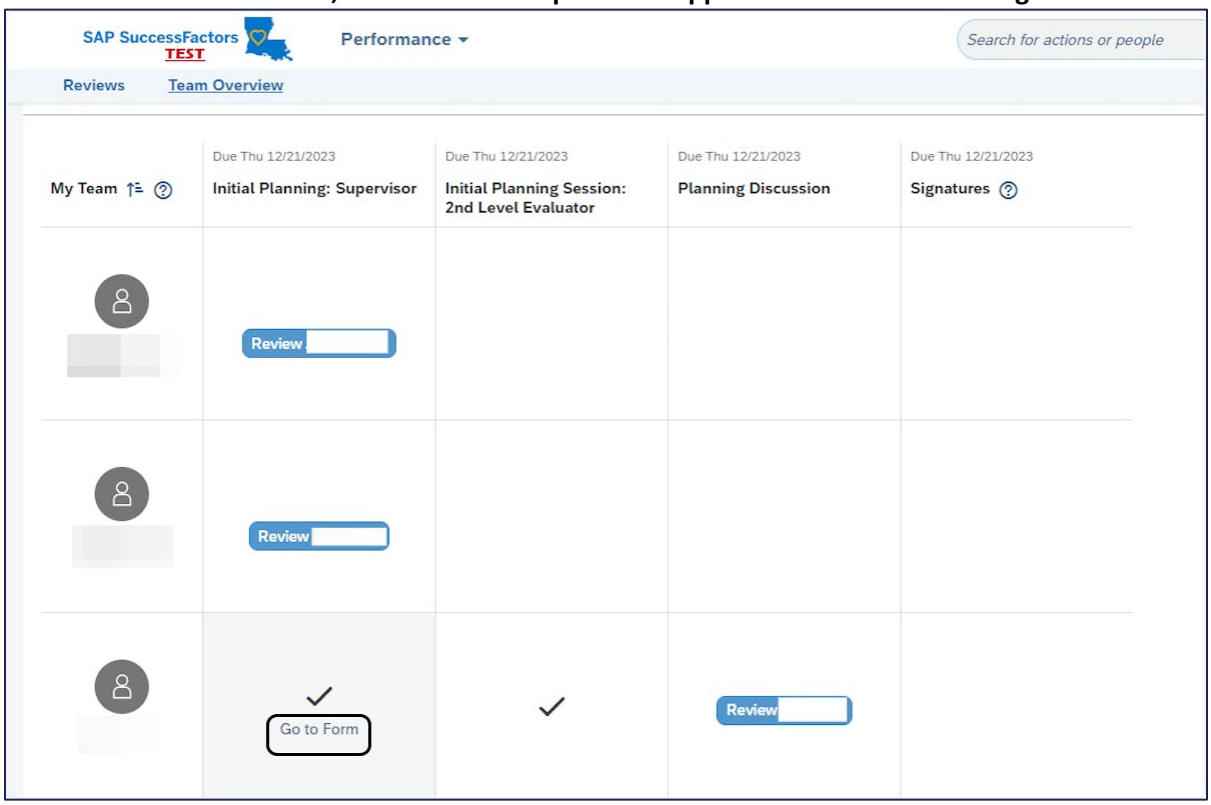
17. **The default view shows where each of your employees is in the Route Map for the performance year. Click on blue button within the chart to open an employee's form.**



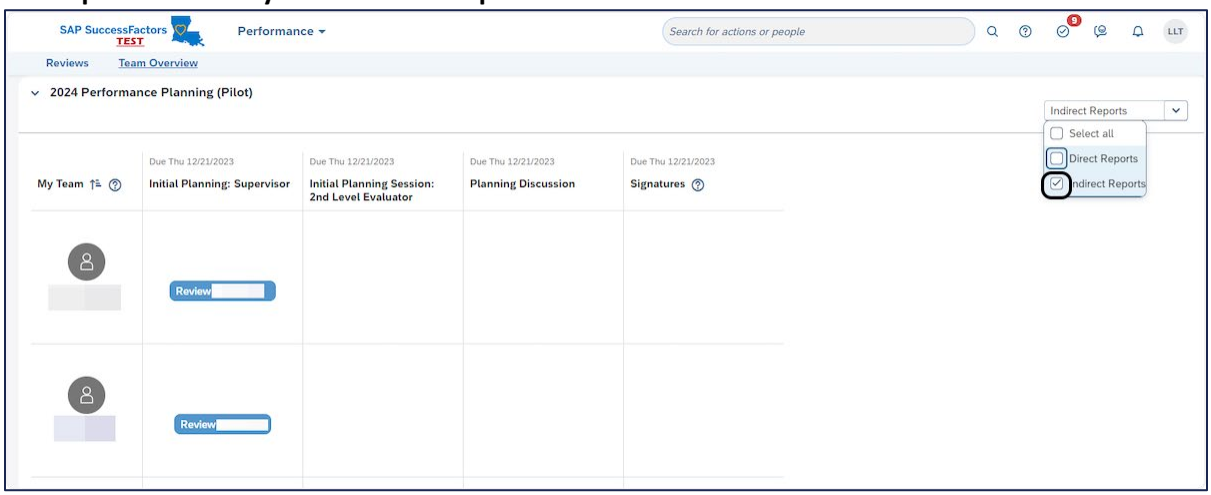
18. **If you hover over the boxes, more information will appear. If the box is empty, hover over it and you will see where the form is in relation to that step in the Route Map.**



19. **If there is a check mark, a "Go to Form" option will appear. Click on that link to go to the form.**



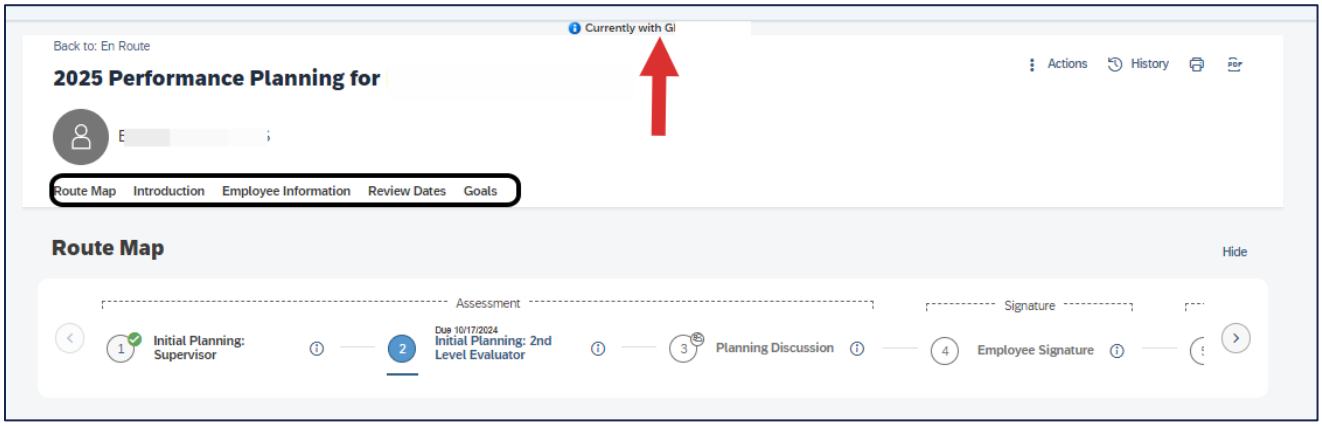
20. If you are a 2nd level evaluator, you can use the drop-down menu in the top right to choose "Indirect Reports" to view your 2nd level responsibilities.



UNDERSTANDING THE PERFORMANCE PLANNING FORM

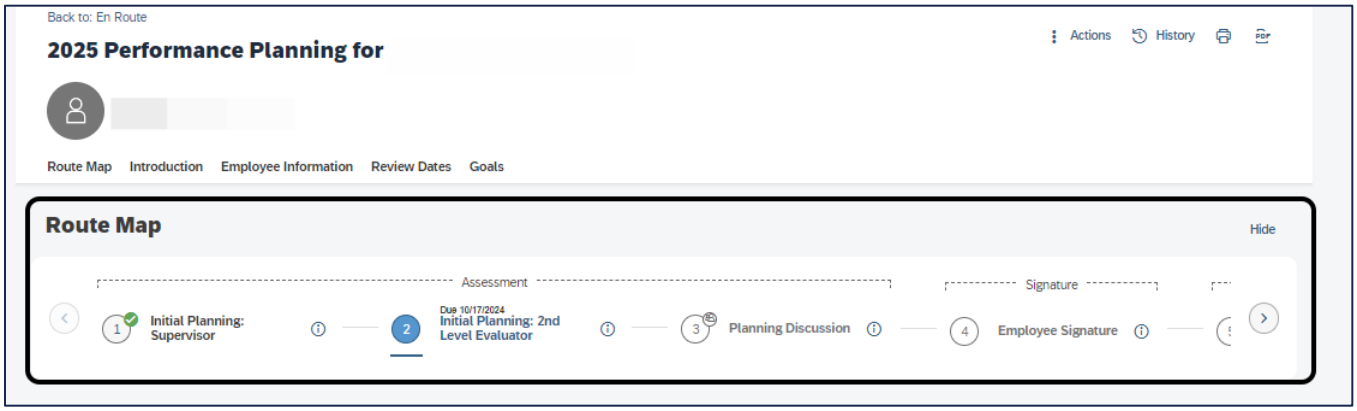
1. Use the tabs at the top of the form to navigate to specific sections.

NOTE: This view is a form that is "En Route." At the top of the form, a message indicates who currently has the active form.



2. The Route Map illustrates the entire Continuous Performance Management (CPM) form workflow.

NOTE: The green circle with a check indicates that step has been completed. The blue circle shows where the form is now. The icon with two people indicates a collaborative step in which multiple people are required to complete an action.



3. Click "Actions" to see what actions are available at this point in the Route Map.

NOTE: Action availability changes with each step. Actions may include Legal Scan the entire form and Info about this form.

4. **Click "History" to see the date, person, and action for every instance this form was modified.**

5. **Click this icon to print.**

6. **Click on this icon to save as a PDF.**

GOALS

WHAT: What type of goals should you set for your employees? The answer depends on your agency's mission, the department's mission and goals, and the position description of the employee. In general, though, the goals should reflect:

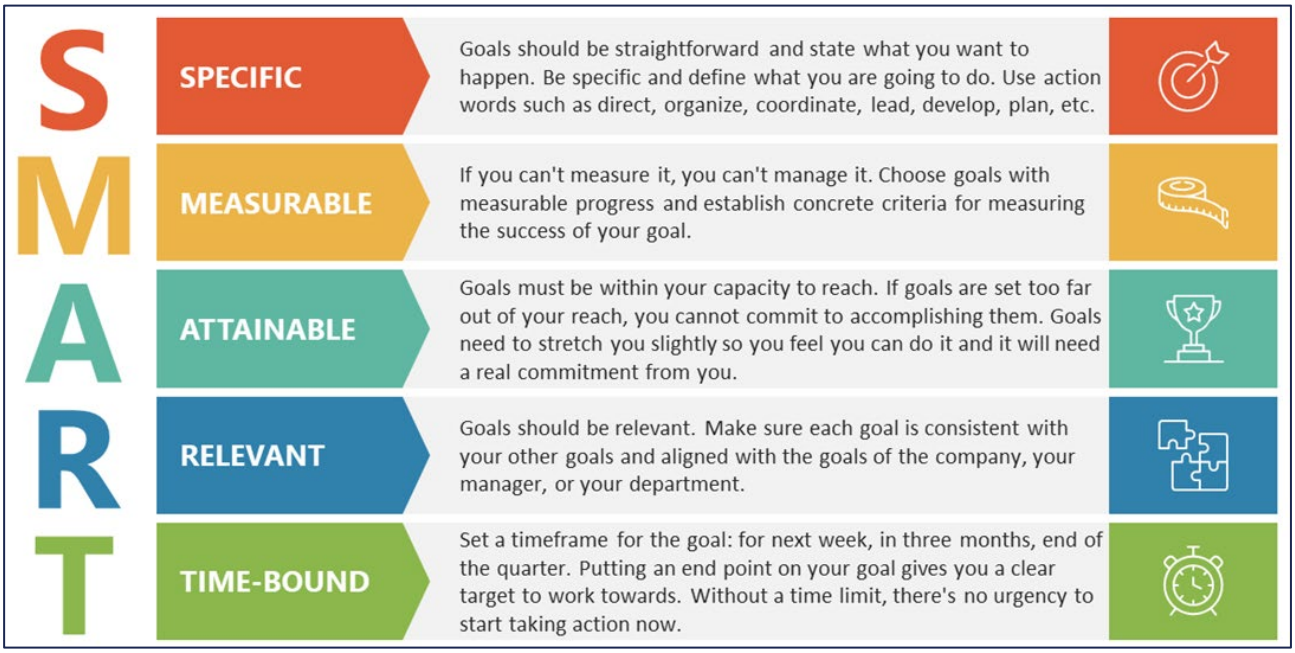
- Actions the employee must take to complete their job, and
- The behaviors needed for success.

This aligns with the State Civil Service rules that require you to add a minimum of 3 goals to the performance planning form. 2 of these goals must be performance-based and 1 must be behavior-based.

Performance-based goals focus on the tangible outputs and achievements of an employee's work, specifically defining what they need to accomplish. These goals, generally, relate to the duties listed in the employee's position description and should align with organizational goals and objectives. Examples include increasing efficiency, improving client satisfaction scores, or meeting project deadlines.

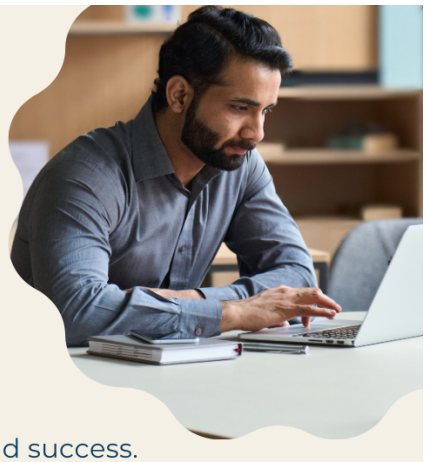
Behavior-based goals focus on the employee's actions, behaviors, and approaches to work, emphasizing how they perform their duties. It aims to improve specific competencies, skills, or professional conduct. For example, a behavior-based goal might be to enhance communication skills by practicing active listening or to improve time management by prioritizing tasks effectively.

As part of the CPM process, you must evaluate your employee's success, so it helps to write SMART goals – Specific, Measurable, Achievable, Relevant, and Time-bound. This format helps to ensure everyone understands their goal and how to achieve success. This framework promotes clarity, accountability, and alignment between individual, team, and organizational goals.



HOW:

7 Steps for Writing CPM SMART Goals



1. **Get Specific.** Clearly define what you want to achieve.
   - Focus on one goal at a time.
   - Use precise language to avoid ambiguity.
   - Example: “Complete weekly reports on time.”
2. **Make it Measurable.** Ensure you can track progress and success.
   - Define criteria or metrics (e.g., percentages, numbers).
   - Example: “Complete weekly reports on time with zero errors for eight consecutive weeks.”
3. **Make it Achievable.** Set realistic goals within you and your employee’s time, resources, and abilities.
   - Consider skills, time, and support needed.
   - Example: If your workload allows for it, achieving an error-free report each week is realistic. Otherwise, adjust the goal to one error or less.
4. **Ensure it is Relevant.** Align the goal with broader objectives.
   - Connect it to team or organizational priorities.
   - Example: 1.“Completing error-free reports supports the team’s goal of maintaining high client satisfaction.”
5. **Make it Time-Bound.** Set a clear deadline for achieving the goal.
   - Establish milestones if the goal is long-term.
   - Example: 1.“Complete error-free weekly reports on time for eight consecutive weeks starting from [date].”
6. **Write it Down!** Combine all the elements into a concise goal statement.
   - Review it to ensure clarity and focus, and verify that it includes all SMART components.
   - Example SMART Goal: “From [start date], complete weekly reports on time with zero errors for eight consecutive weeks to improve productivity and maintain high client satisfaction.”
7. **Set a clear metric that will indicate whether the goal has been achieved.**
   - This metric should be easily trackable and aligned with the measurable aspect of the goal.
   - Example Metric: “Achieve on-time submission of weekly reports with zero errors for eight consecutive weeks, as measured by the report accuracy and timeliness records kept by the team leader.”

STATECIVILSERVICE

WHEN: Goal management occurs throughout the performance year. However, creating goals should occur during the initial planning period. Throughout the year, supervisors and employees should document their progress for each goal, so performance can be accurately evaluated at the end of the year.

WHY: Through goal creation and management, supervisors can breakdown broad organizational objectives into specific, manageable, and measurable components that can be assigned to employees in the form of clear, visible, and actionable goal plans.

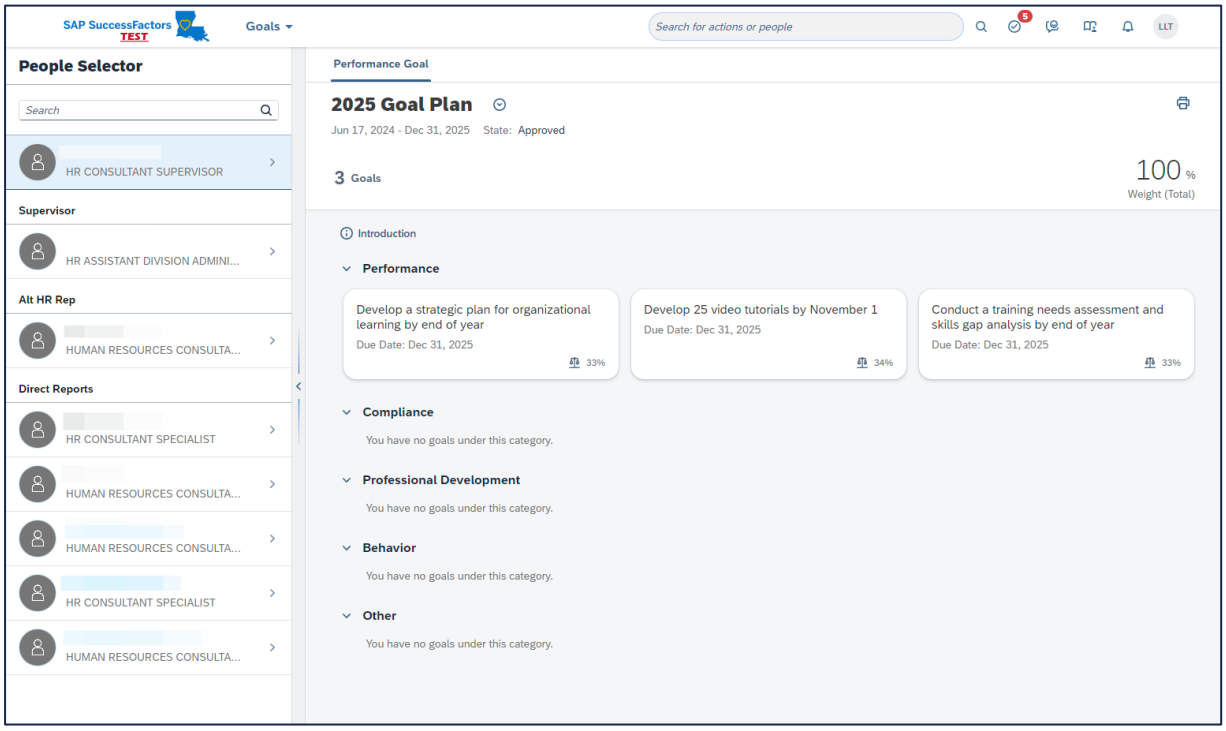
SF NOTES:

- *You must create a minimum of 3 goals.*
- *2 goals must be performance-based and 1 goal must be behavior-based.*
- *The weight of the goals must be equal to 100%.*
- *After the performance management form has been approved by the 2nd Level Evaluator, goals cannot be added, edited, or deleted.*

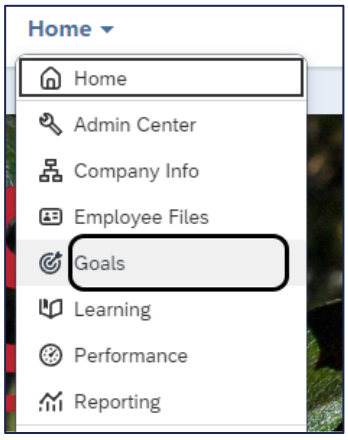
Goal Status: Unapproved vs Approved

While goals may either be added through the Goal Plan or directly to the CPM Planning Form, it is recommended that you add them directly to the form. Regardless of the method used, the goal will appear simultaneously in both locations as well as being added automatically to the performance evaluation form.

While you are not required to use the Goal Plan component, you can use it as a quick reference for your goals and your employee goals. Also, the Goal Plan shows the Goal Status, which determines functionality.



To access Goal Plans, click “Goals” in the Home drop-down menu.



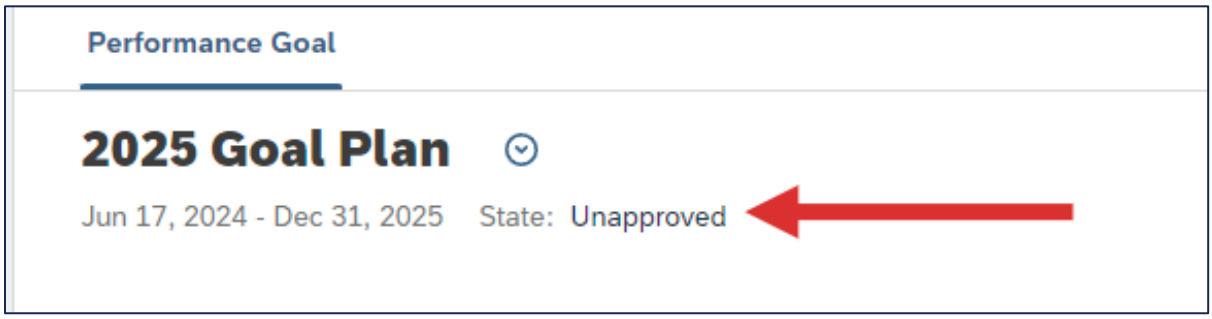
Once the CPM form is sent to the 2nd Level Evaluator, the Goal Plan is locked, and the supervisor cannot edit the form.

If the 2nd Level Evaluator returns the form to the supervisor for revision, the Goal Plan Status returns to **UNAPPROVED**; the Goal Plan and form are unlocked and may be edited.

When the 2nd Level Evaluator approves the form, the Goal Plan Status changes to **APPROVED**, which limits the fields available for editing and prohibits any new goals from being added.

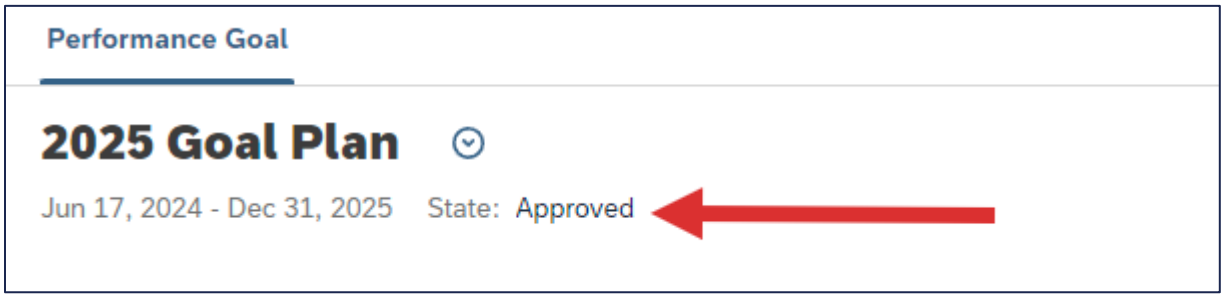
If the goal plan is **UNAPPROVED**, the supervisor can:

- Add goals
- Edit goals
- Delete goals



If the goal plan is **APPROVED**,

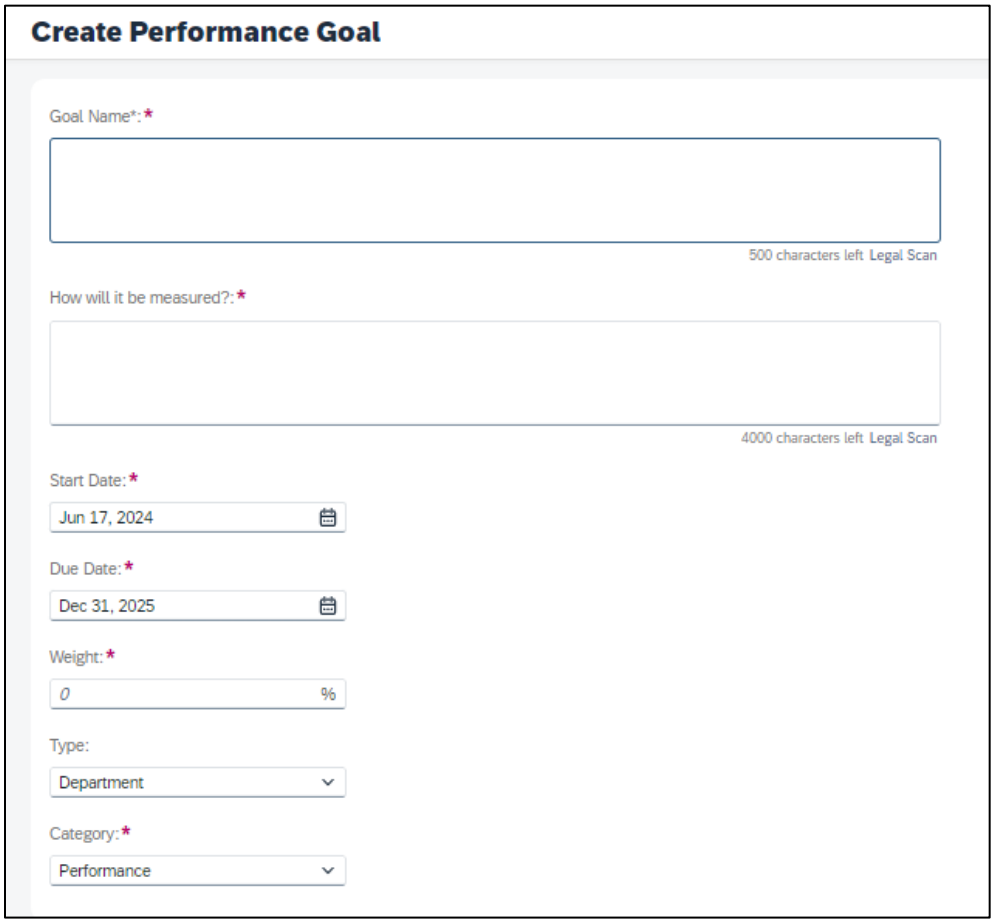
- Goals cannot be added
- Goals cannot be edited
- Goals cannot be deleted



NOTE: Only the HR Representative can use the **"UNAPPROVE"** feature to unlock a Goal Plan.

GOAL FIELDS

Regardless of the method you choose to add a goal, the fields for the goal remain the same. This is a sample goal creation box.



The following fields are **required** for every goal:

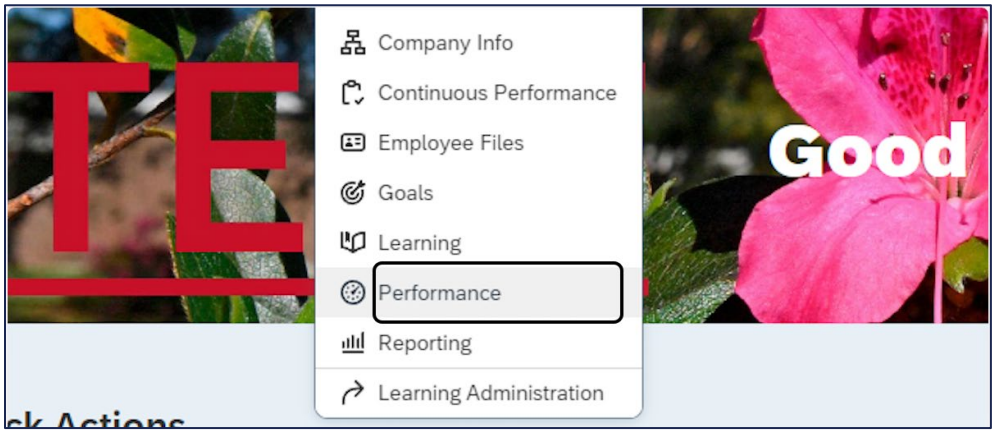
- **Goal Name** = This is the actual goal, preferably written as a SMART goal.
- **How will it be measured?** = This is the criteria used to determine if the goal has been successfully reached. Performance metrics should be:
    - Simple – The employee needs to know exactly what is being measured.
    - Actionable – The metric must be in the employee's span of control; likewise, the employee should be empowered to make decisions that impact the employee's success.
    - Consistent – If multiple employees have the same goal, they should have the same metric.
- **Start Date** = This will default to the beginning of the performance evaluation period, as 01/01/20xx. You may change the date, if appropriate.
- **Due Date** = This will default to the end of the performance evaluation period, as 12/31/20xx. You may change the date, if appropriate.
- **Weight** = This is the weight of the individual goal. The total weight of all goals must equal 100%.
    - Weighting a goal is a strategic decision. Choose one method and apply it to all of your employees.
        - You can use weights to prioritize the goals: the higher the goal weight, the more important the goal.
        - You can use weights to assist with time management: the goal weight correlates with the amount of time the employee will spend on the goal.
        - You can align goal weights with the weighted duties in employee's position description.

- **Type** = There are 4 options for this field: Department, Agency, Section, and Individual. “Department” is the default type, if nothing is selected.
- **Category =** Finally, you must select the category. It’s important to select the correct category, so HR can easily determine if you have complied with the Civil Service rule that requires 2 performance-based and 1 behavior-based goal. Goal categories are defined as:
    - **Performance** = Performance-based goals focus on the tangible outputs and achievements of an employee's work, specifically defining what they need to accomplish. These goals, generally, relate to the duties listed in the employee’s position description and should align with organizational goals and objectives.
    - **Compliance** = Compliance goals identify policy-driven tasks and/or behaviors.
    - **Professional Development** = These goals are created to expand the employee’s knowledge, skills, behaviors, and competencies as related to a particular job/job family or build toward future career goals.
    - **Behavior** = Behavior-based goals focus on the employee's actions, behaviors, and approaches to work, emphasizing how they perform their duties. It aims to improve specific competencies, skills, or professional conduct.
    - **Other** = This is for goals that do not align with the categories listed above.

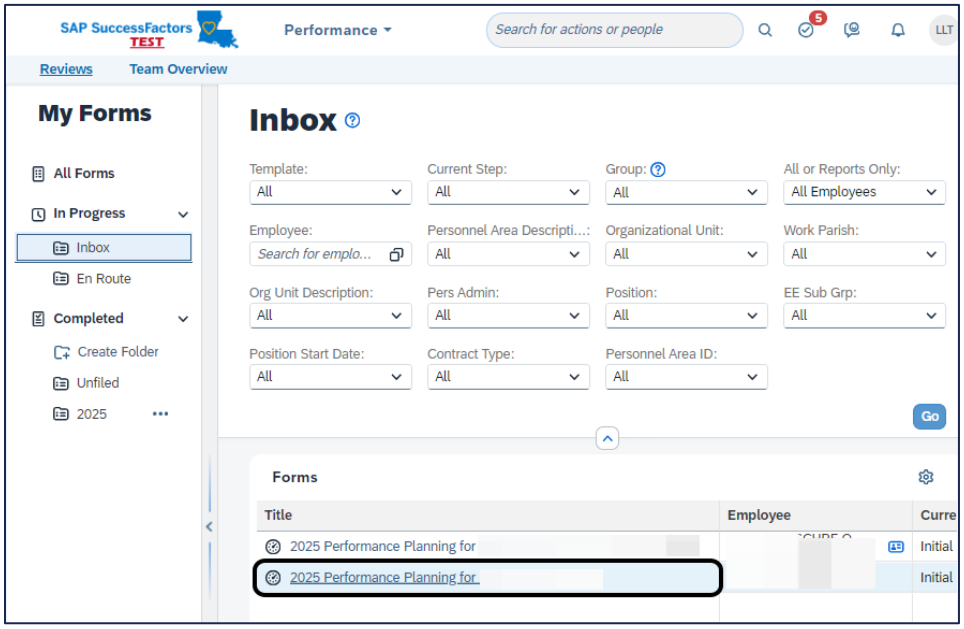
ADDING GOALS TO THE PERFORMANCE PLANNING FORM

While goals may either be added through the Goal Plan or directly to the CPM Planning Form, it is recommended that you add them directly to the form. Regardless of the method used, the goal will appear simultaneously in both locations.

1. **Click on "Performance" in the Home menu.**

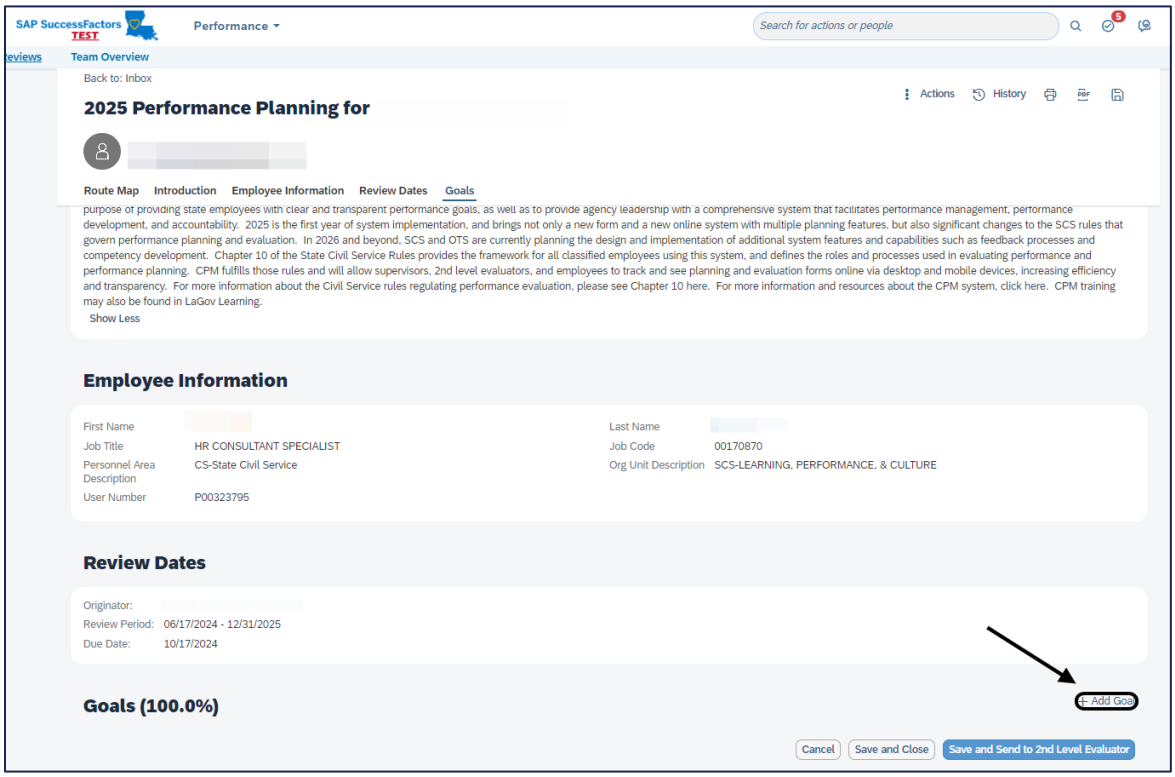


2. **Click on link for the employee's form for whom you want to create a goal.**

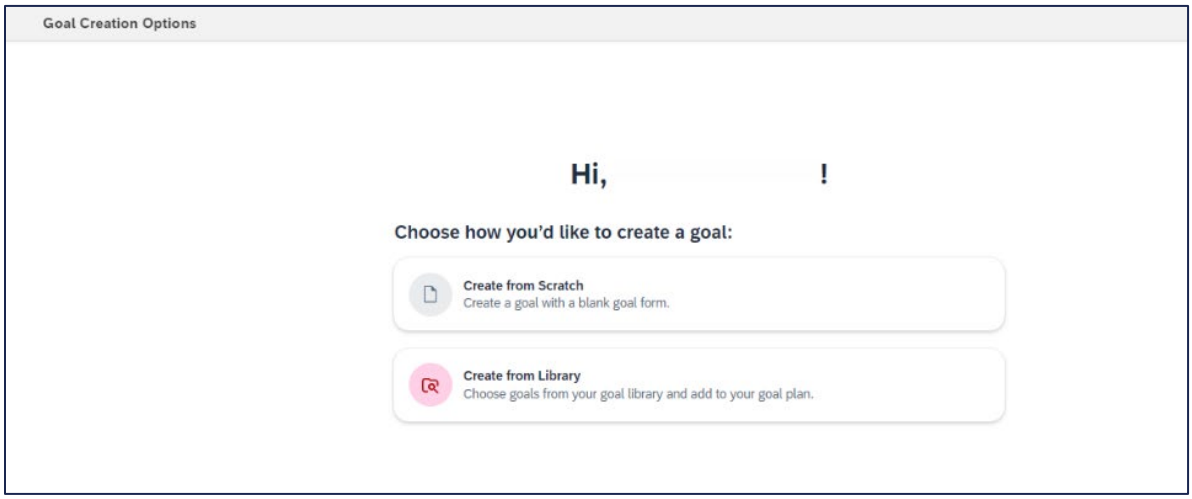


3. **Click on "Goals" or scroll down to the Goals section of the form.**

4. **Click on "Add Goal."**

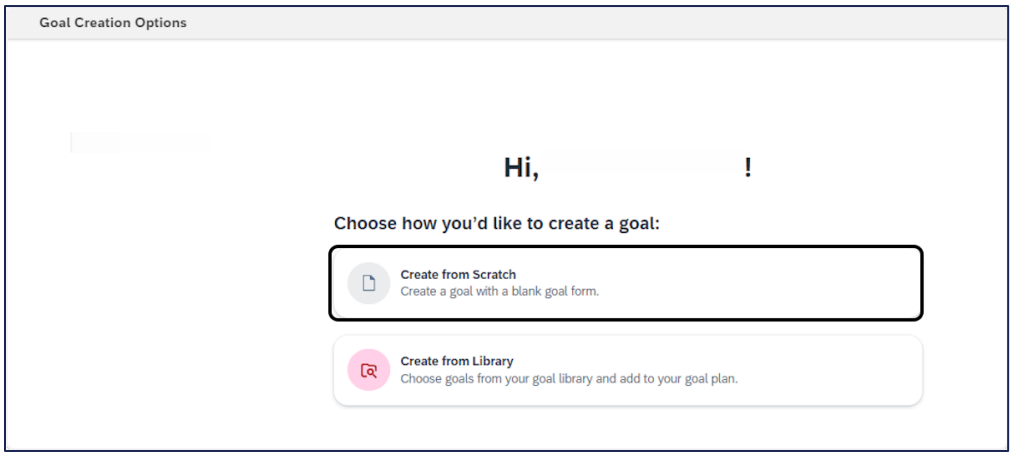


5. **The Goal Creation Option screen opens. You have 2 options to create a goal for your employee:**
   - **Create from Scratch: This option allows you to write your own goal and metrics.**
   - **Create from Library: This option allows you select a goal with metric from a role-based library.**



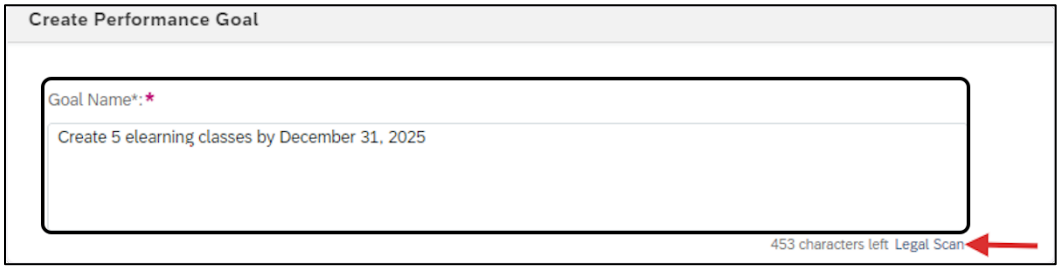
HOW TO CREATE A GOAL FROM SCRATCH

1. **Click on "Create from Scratch."**



2. **Type in the "Goal Name." This is the actual goal, preferably written as a SMART goal.**

NOTE: You can run a "Legal Scan" of the goal to ensure the language is appropriate.



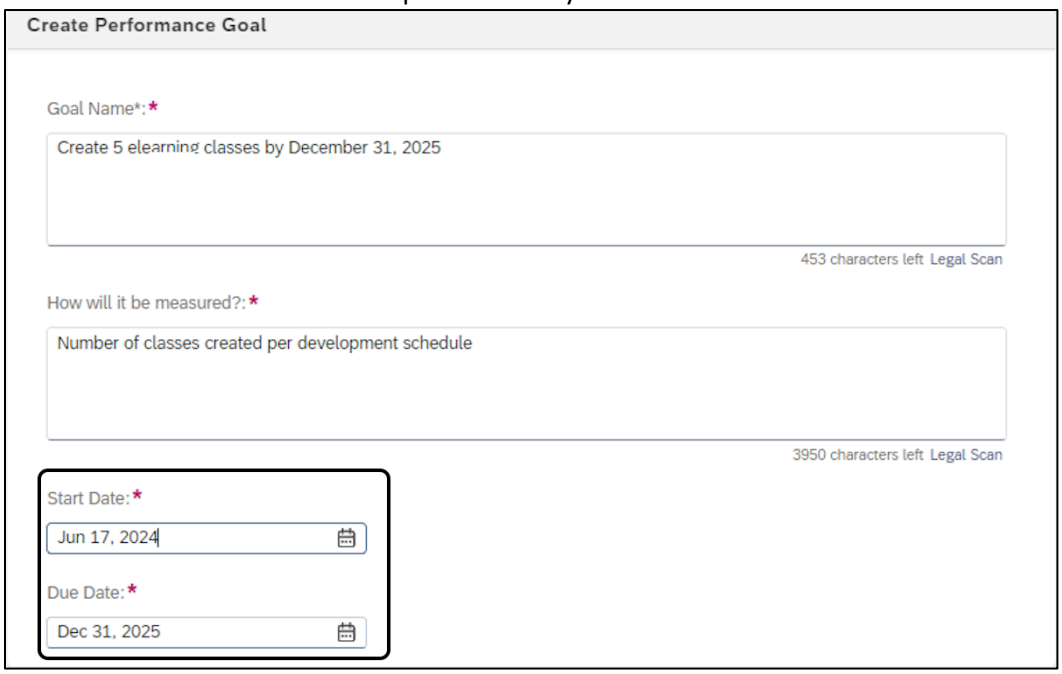
3. **Type the metric for how this goal will be measured. This is the criteria used to determine if the goal has been successfully reached.**

NOTE: You can run a "Legal Scan" of the metric to ensure the language is appropriate. Metrics should be:

- Simple – The employee needs to know exactly what is being measured.
- Actionable – The metric must be in the employee's span of control; likewise, the employee should be empowered to make decisions that impact the employee's success.
- Consistent – If multiple employees have the same goal, they should have the same metric.

4. Change the Start Date and/or Due Date, if necessary.

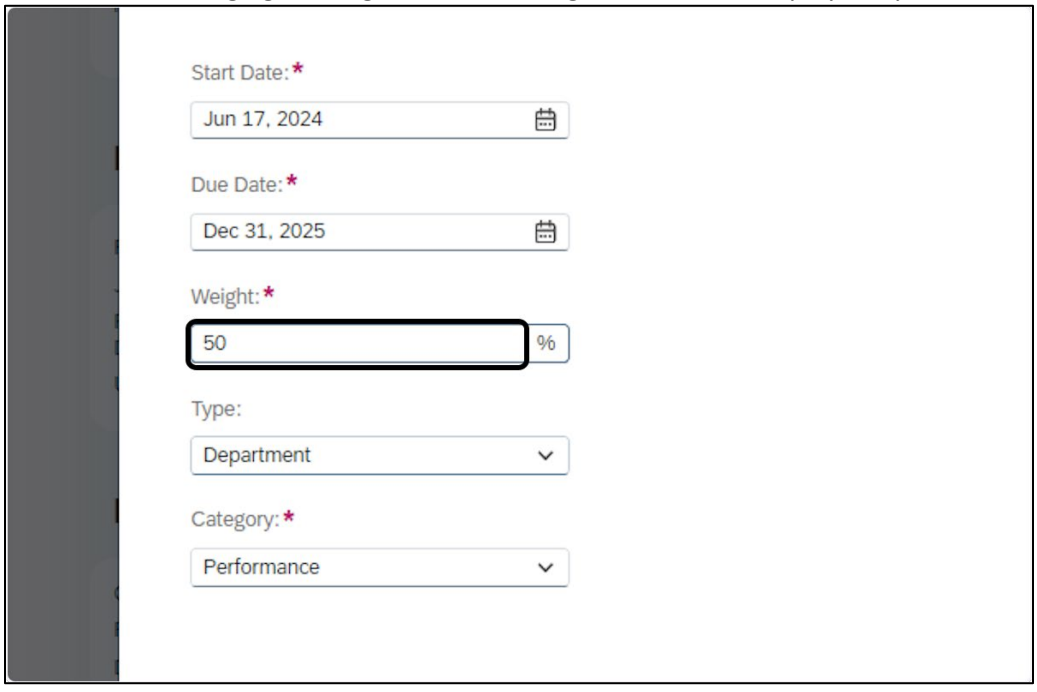
NOTE: These dates default to the performance year dates.



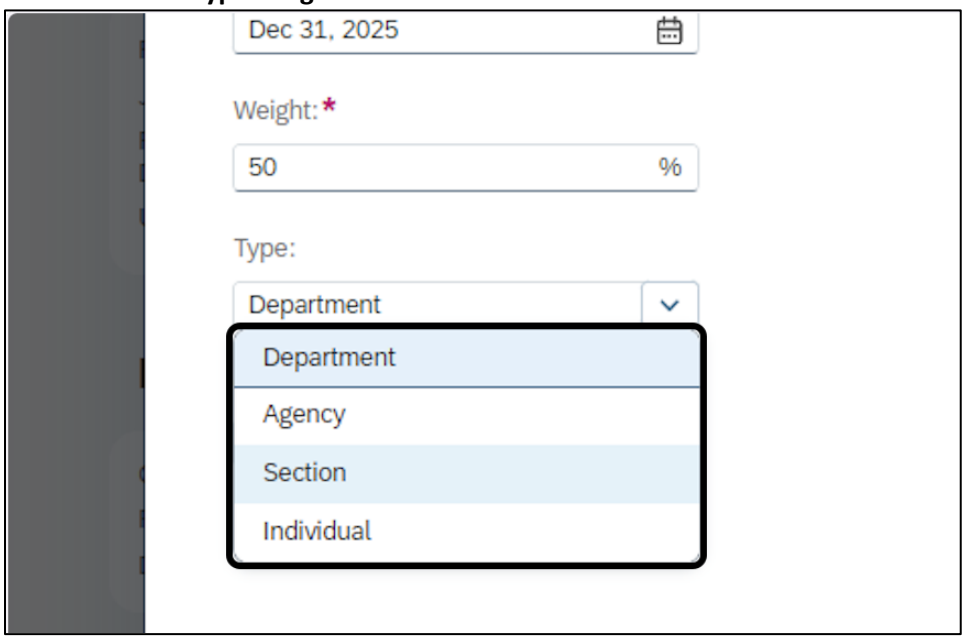
5. Add the "Weight" of the individual goal. The total weight of all goals must equal 100%.

NOTE: Weighting a goal is a strategic decision. Choose one method and apply it to all of your employees"

- You can use weights to prioritize the goals: the higher the goal weight, the more important the goal.
- You can use weights to assist with time management: the goal weight correlates with the amount of time the employee will spend on the goal.
- You can align goal weights with the weighted duties in employee's position description.



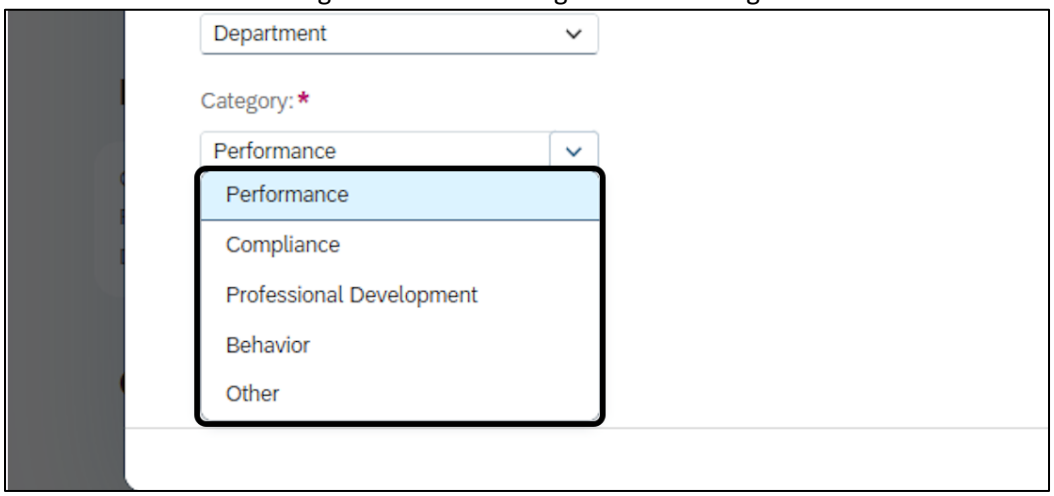
6. **Select the "Type" of goal.**



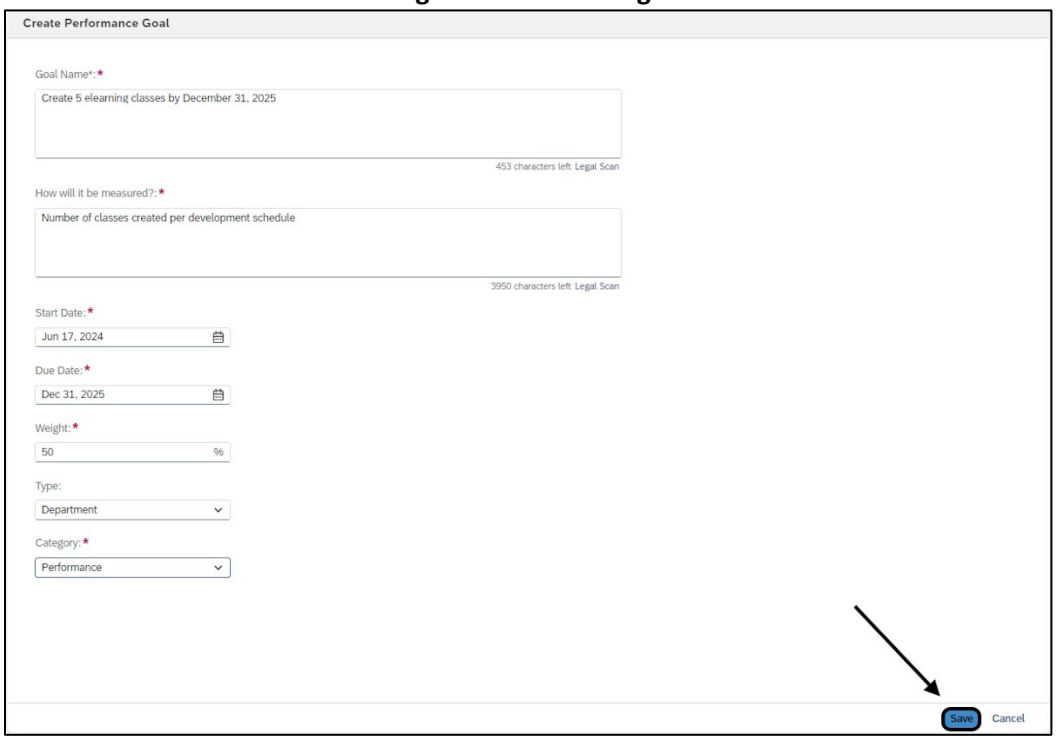
7. **Select the goal "Category."**

NOTE: It's important to select the correct category, so HR can easily determine if you have complied with the Civil Service rule that requires 2 performance-based and 1 behavior-based goal. Goal categories are defined as:

- **Performance** = Performance-based goals focus on the tangible outputs and achievements of an employee's work, specifically defining what they need to accomplish. These goals, generally, relate to the duties listed in the employee's position description and should align with organizational goals and objectives.
- **Compliance** = Compliance goals identify policy-driven tasks and/or behaviors.
- **Professional Development** = These goals are created to expand the employee's knowledge, skills, behaviors, and competencies as related to a particular job/job family or build toward future career goals.
- **Behavior** = Behavior-based goals focus on the employee's actions, behaviors, and approaches to work, emphasizing how they perform their duties. It aims to improve specific competencies, skills, or professional conduct.
- **Other** = This is for goals that do not align with the categories listed above.

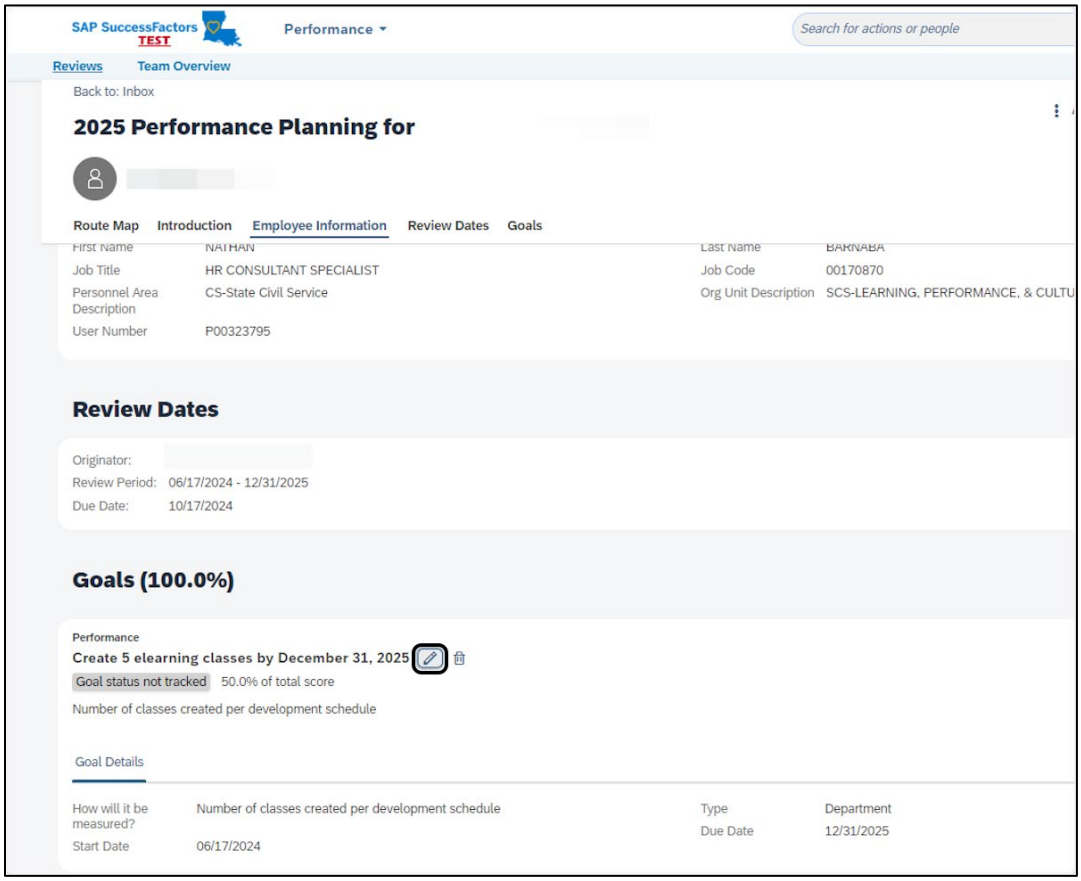


8. Take a moment to review the goal before clicking SAVE.



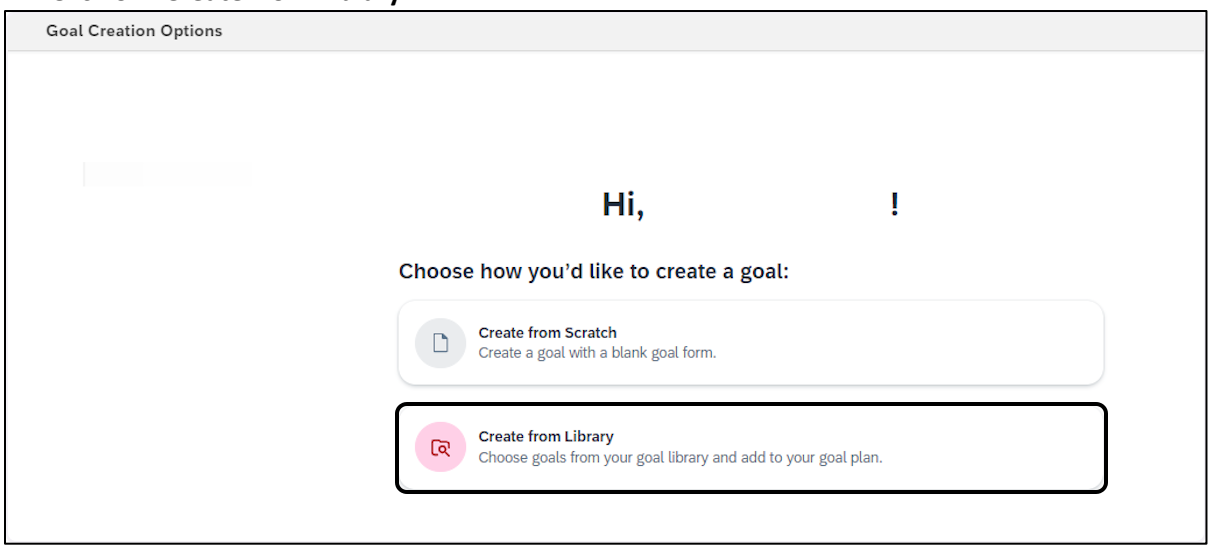
9. The goal has been added to the form. Click the pencil icon if you need to edit an existing goal.

NOTE: Once you send this form to your 2nd Level Evaluator, the state of the goal plan changes to “Approved,” and you cannot add, edit, or delete goals.

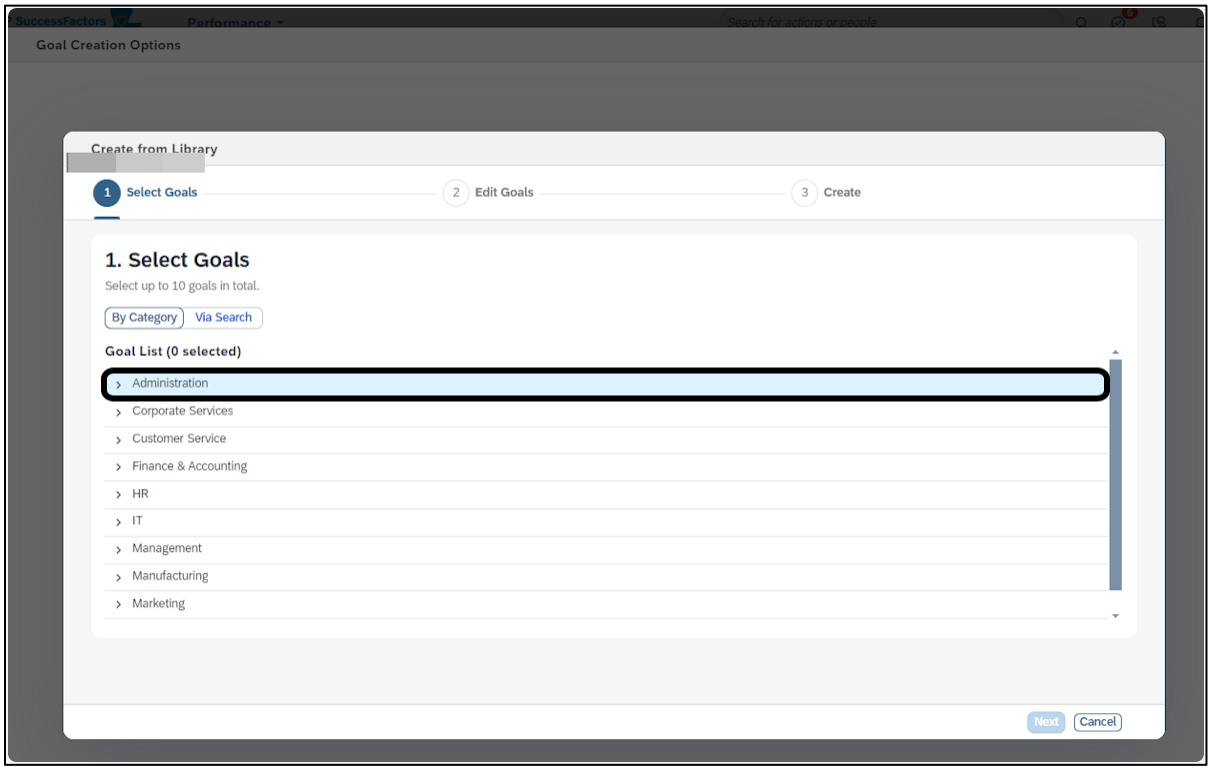


HOW TO CREATE GOALS FROM THE LIBRARY

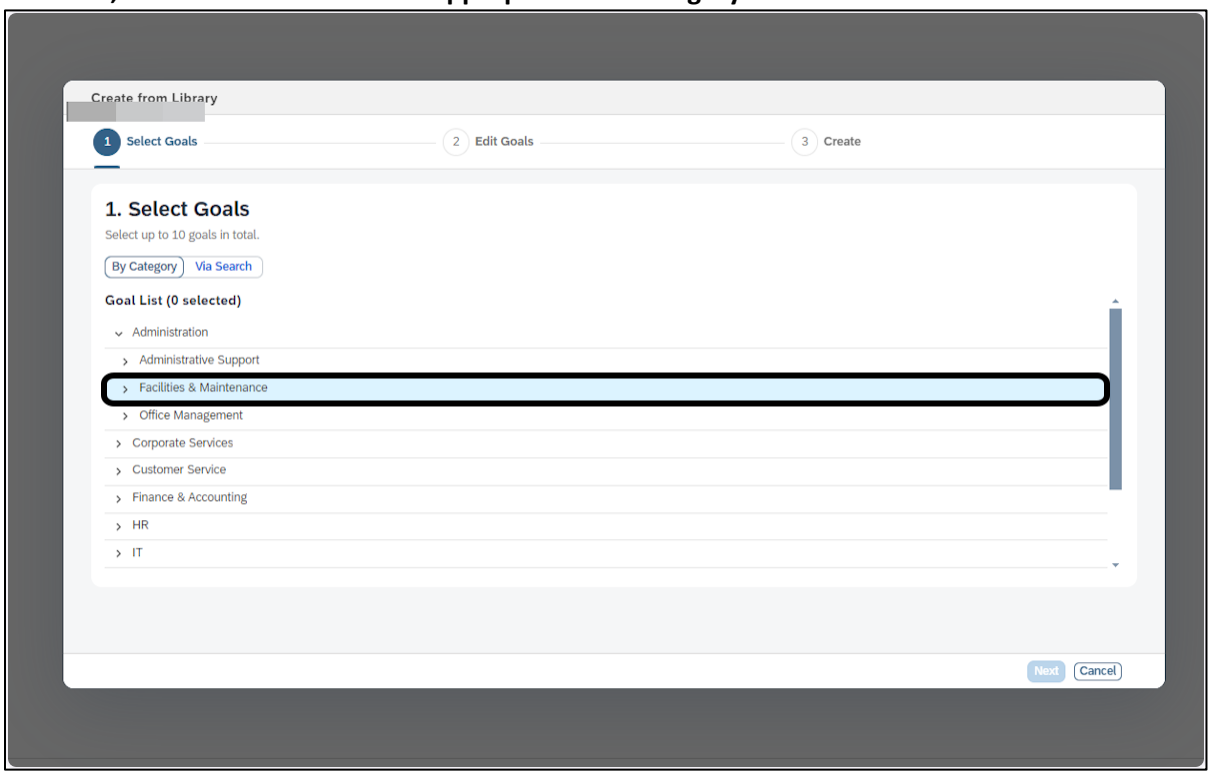
1. Click on "Create from Library."



2. Option 1: You can browse goals either "By Category." Click on the > next to the appropriate category.

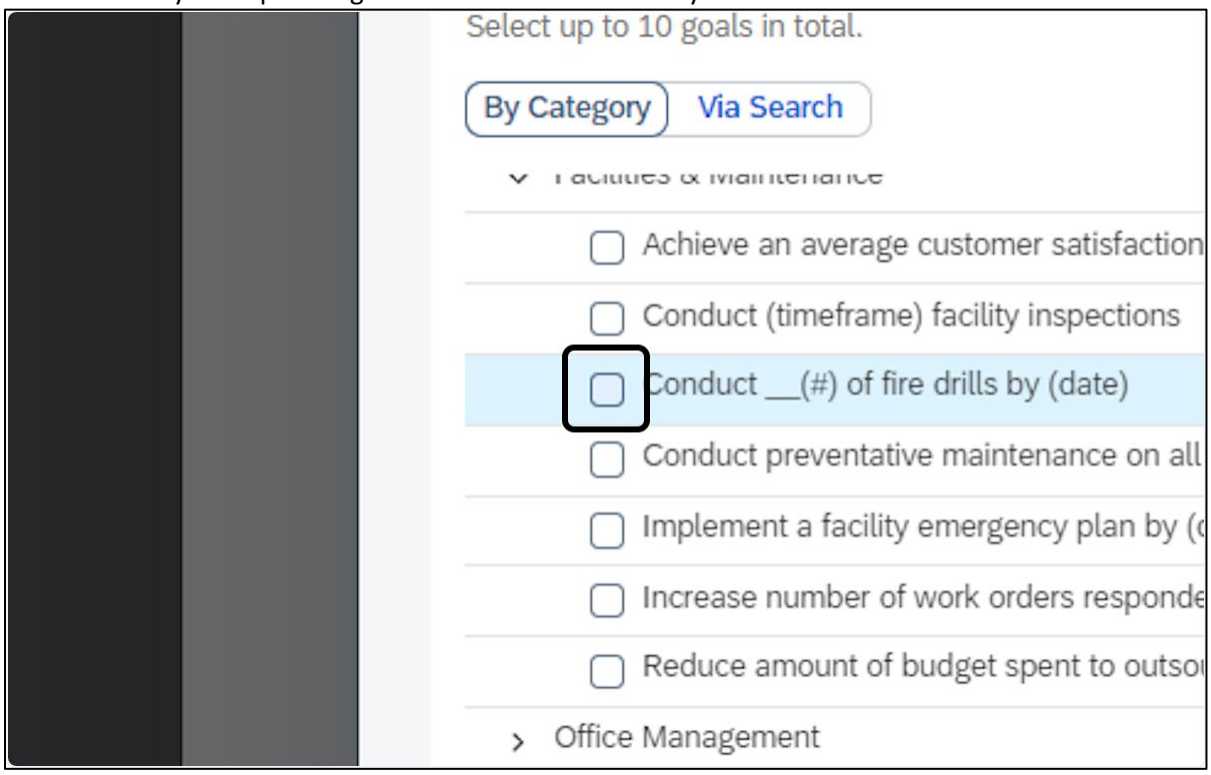


3. Then, click on the > next to the appropriate sub-category.

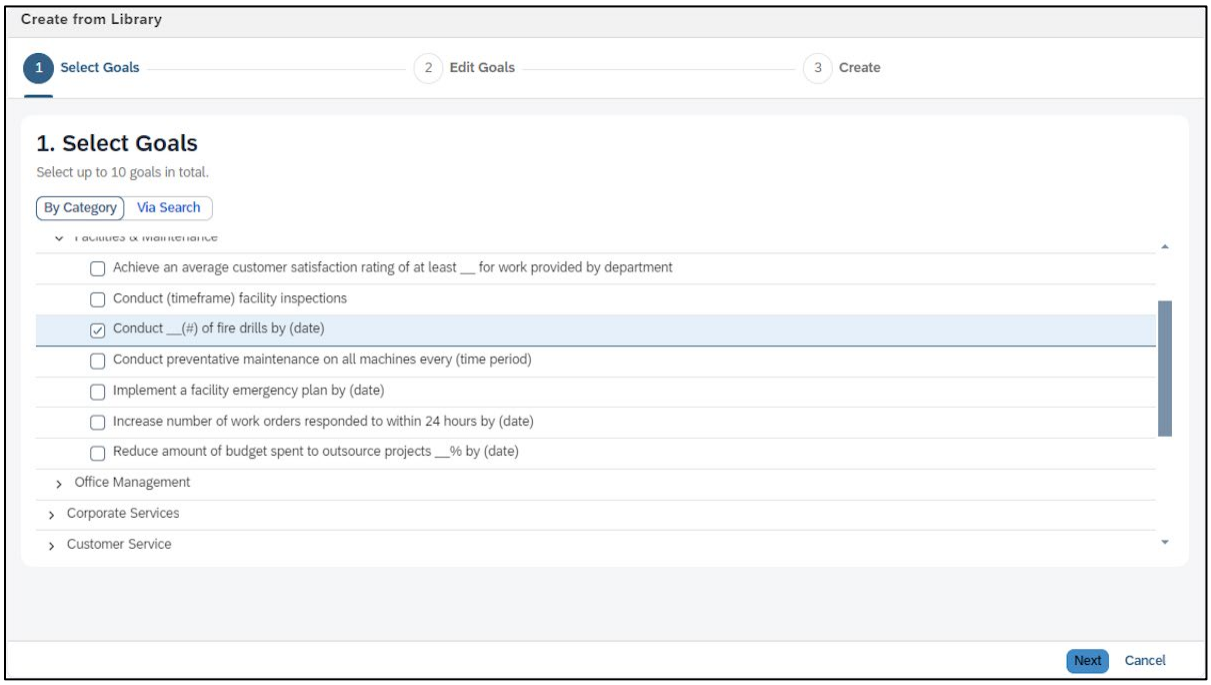


4. Click the box next to the goal you would like to add.

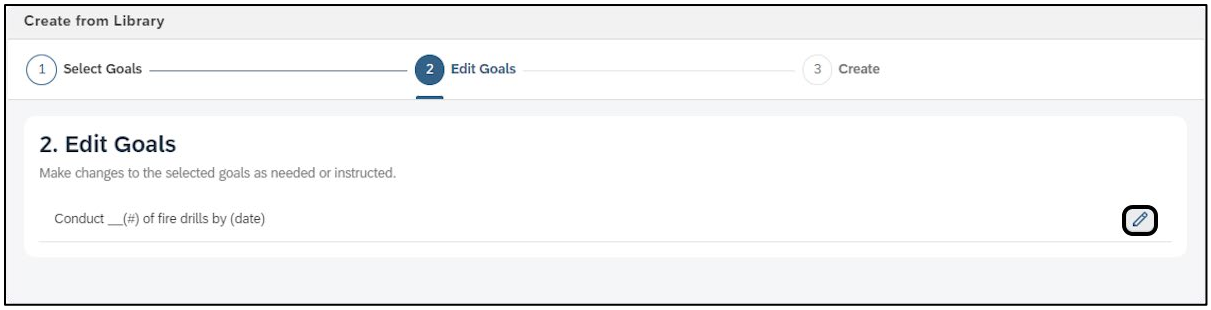
NOTE: You may add up to 10 goals at once from the library.



5. Click "Save."

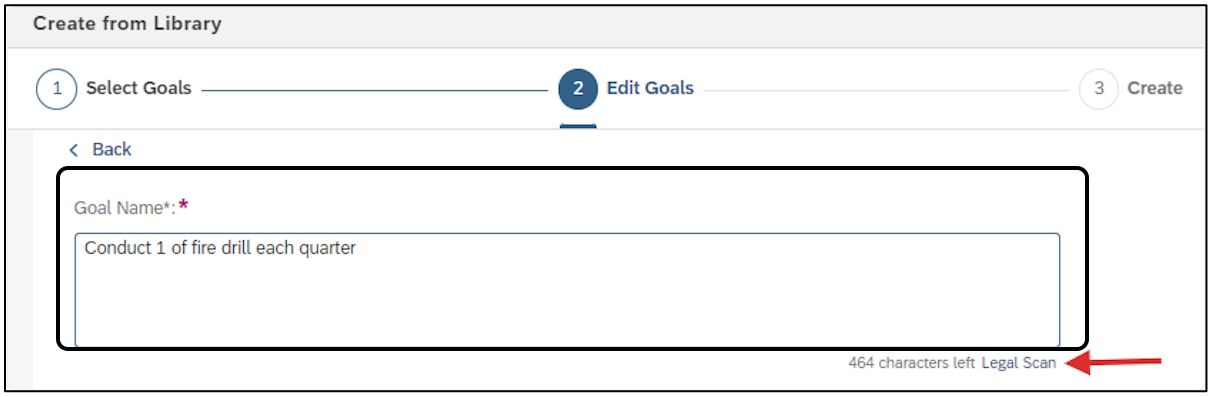


6. You must edit the goal. Click on the pencil icon.



7. Most library goals have blanks or details in the Goal Name that need to be edited, so revise as necessary.

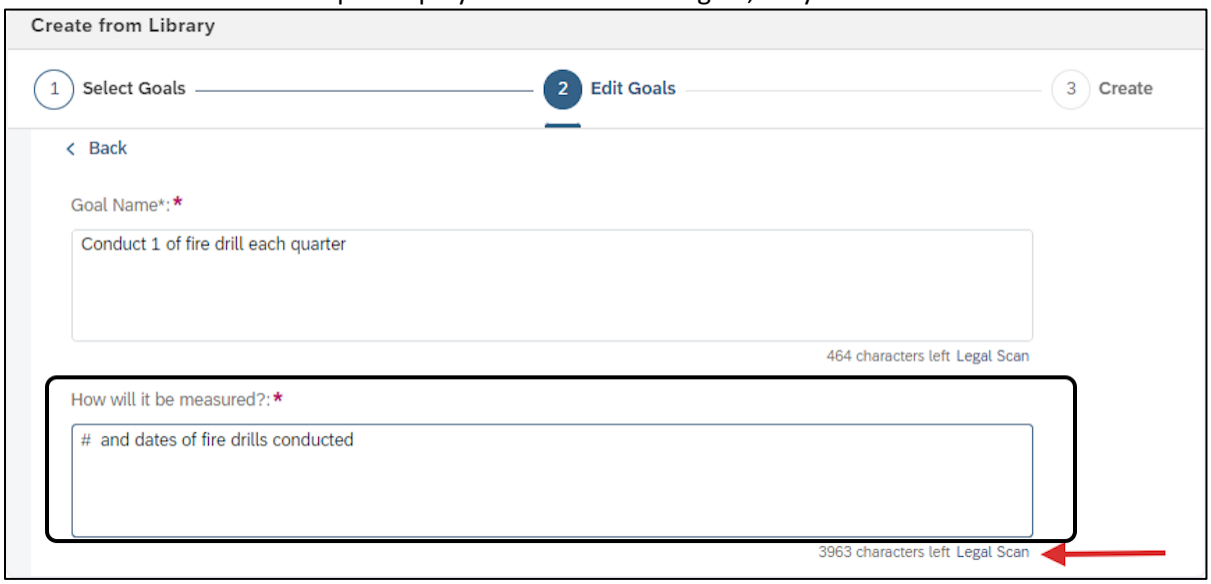
NOTE: You can run a "Legal Scan" of the goal to ensure the language is appropriate.



8. **Edit the metric for how this goal will be measured. This is the criteria used to determine if the goal has been successfully reached.**

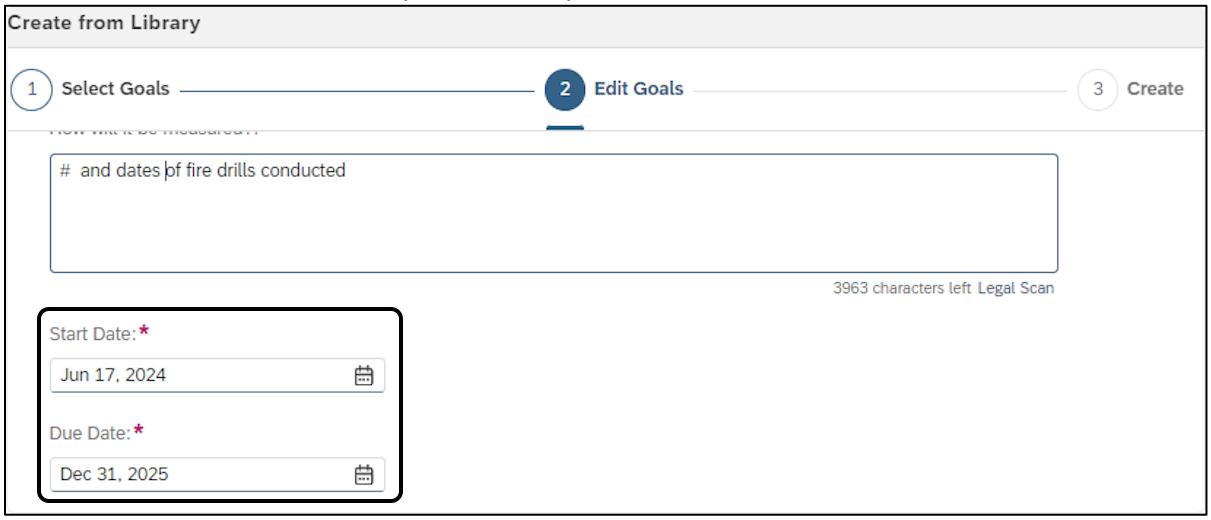
NOTE: You can run a "Legal Scan" of the metric to ensure the language is appropriate. Metrics should be:

- Simple – The employee needs to know exactly what is being measured.
- Actionable – The metric must be in the employee's span of control; likewise, the employee should be empowered to make decisions that impact the employee's success.
- Consistent – If multiple employees have the same goal, they should have the same metric.



9. **Change the Start Date and/or Due Date, if necessary.**

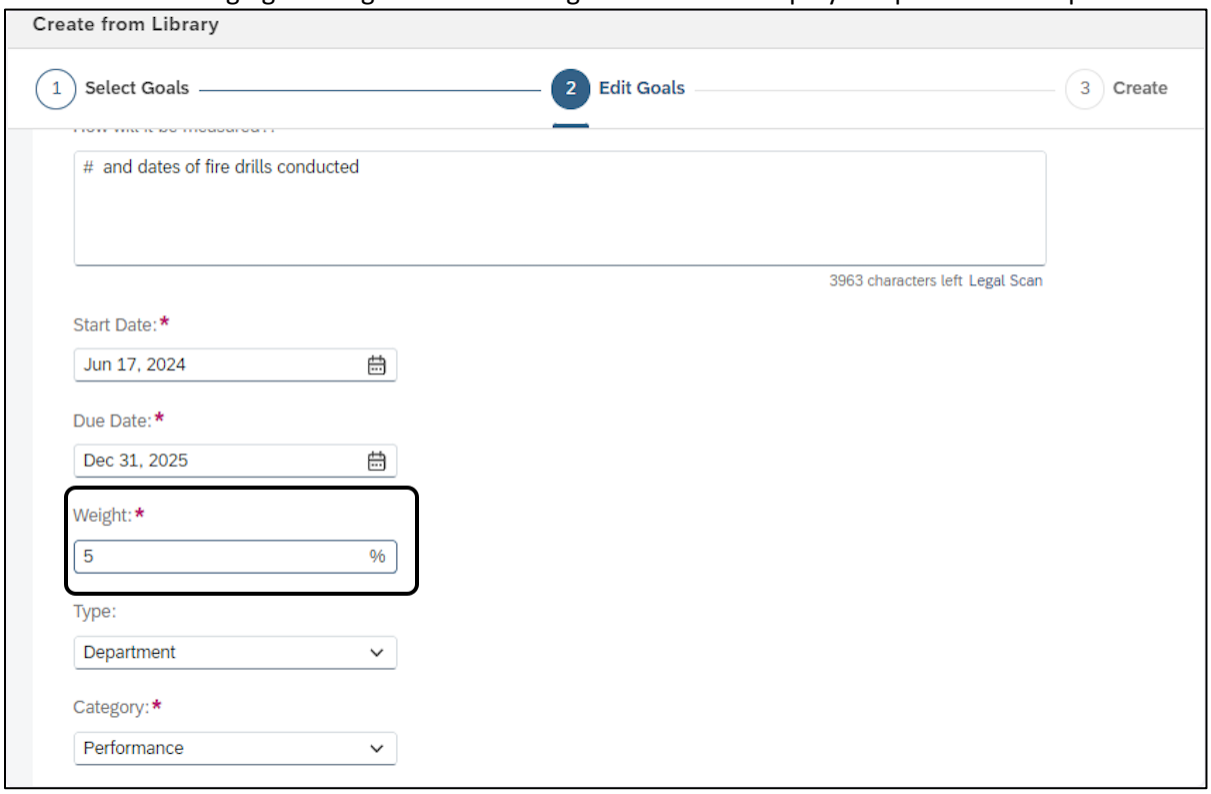
NOTE: These dates default to the performance year dates.



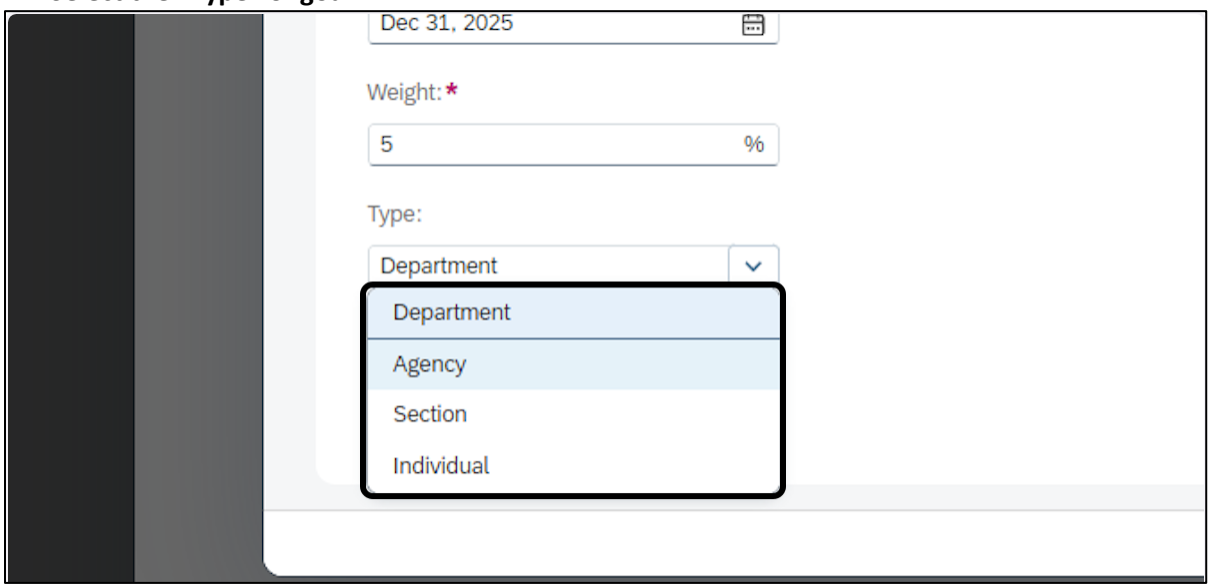
10. Add the "Weight" of the individual goal. The total weight of all goals must equal 100%.

NOTE: Weighting a goal is a strategic decision. Choose one method and apply it to all of your employees"

- You can use weights to prioritize the goals: the higher the goal weight, the more important the goal.
- You can use weights to assist with time management: the goal weight correlates with the amount of time the employee will spend on the goal.
- You can align goal weights with the weighted duties in employee's position description.



11. Select the "Type" of goal.



12. Select the goal "Category."

NOTE: It's important to select the correct category, so HR can easily determine if you have complied with the Civil Service rule that requires 2 performance-based and 1 behavior-based goal. Goal categories are defined as:

- **Performance** = Performance-based goals focus on the tangible outputs and achievements of an employee's work, specifically defining what they need to accomplish. These goals, generally, relate to the duties listed in the employee's position description and should align with organizational goals and objectives.
- **Compliance** = Compliance goals identify policy-driven tasks and/or behaviors.
- **Professional Development** = These goals are created to expand the employee's knowledge, skills, behaviors, and competencies as related to a particular job/job family or build toward future career goals.
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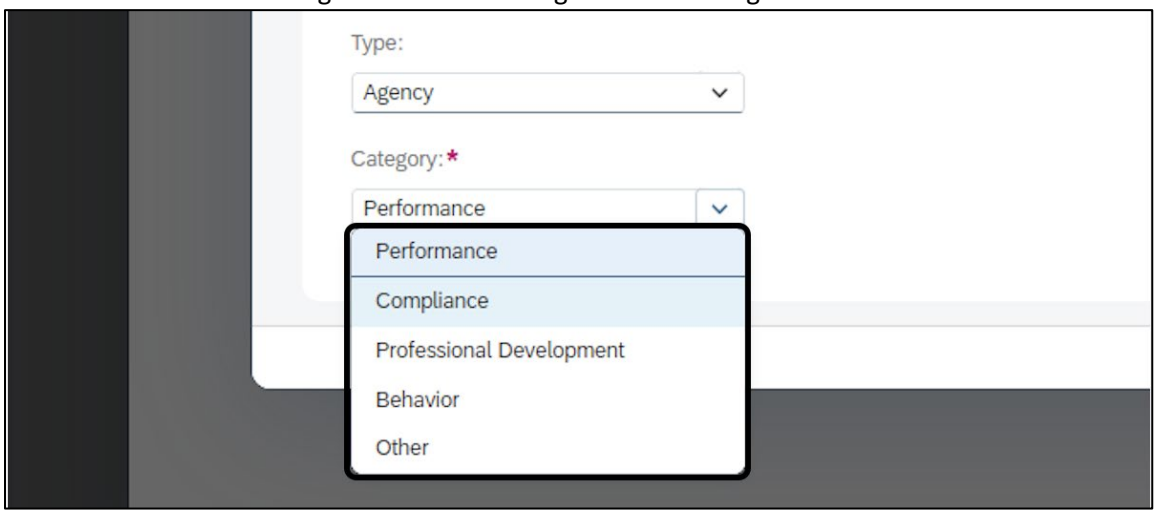
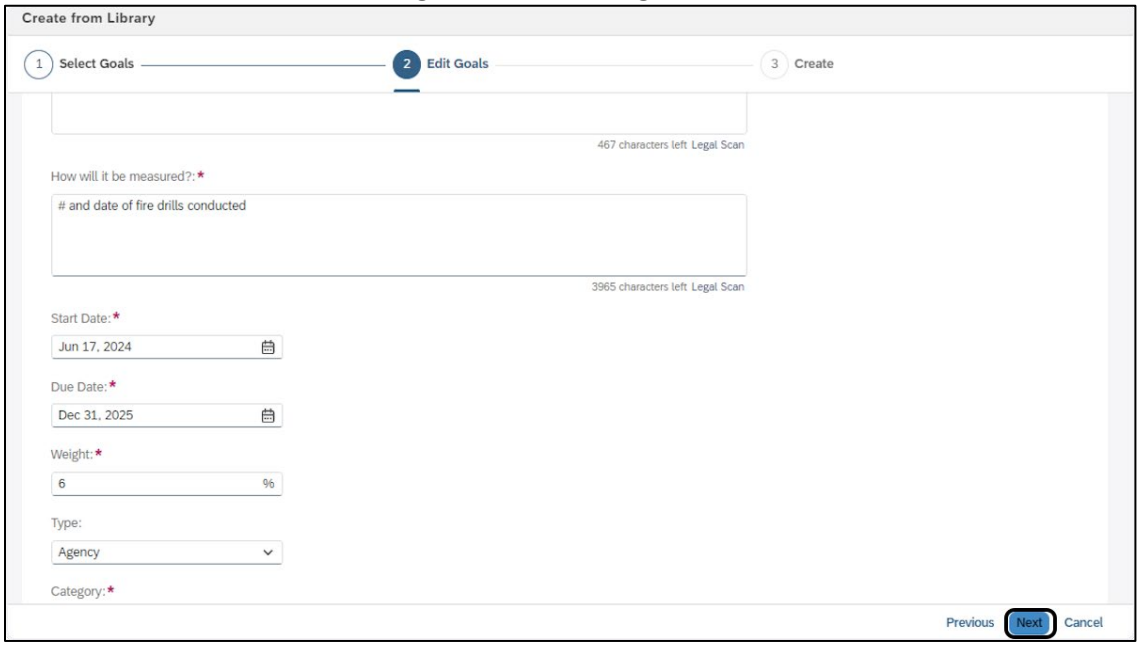
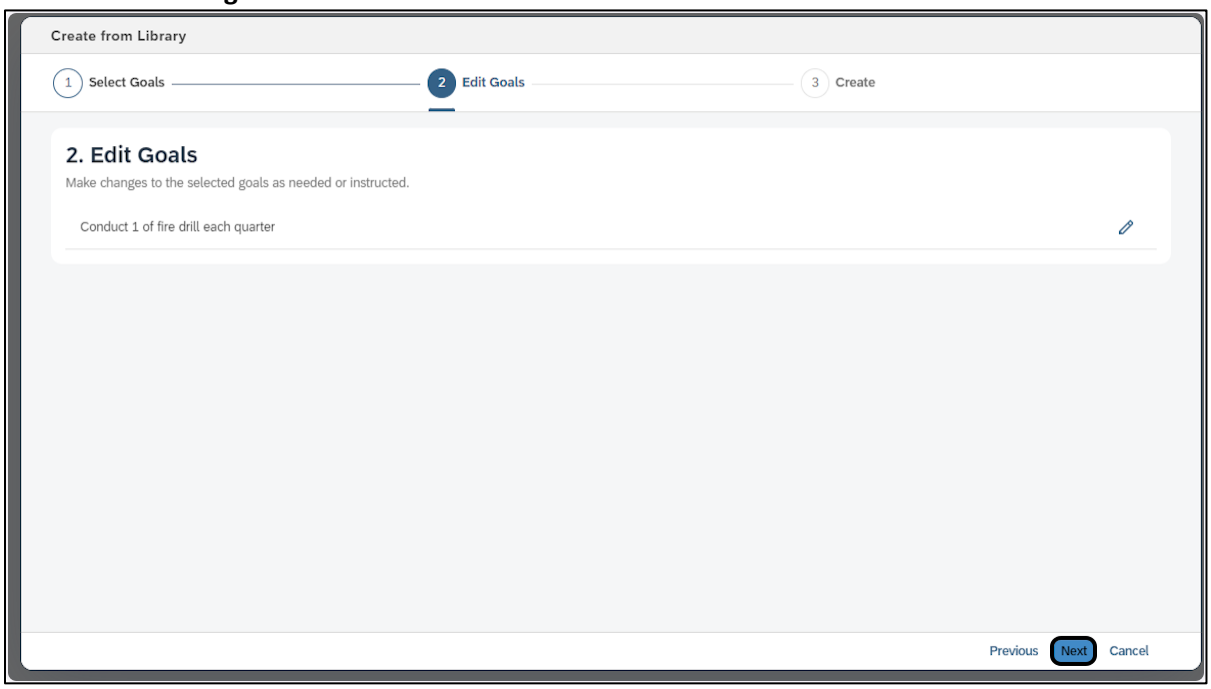


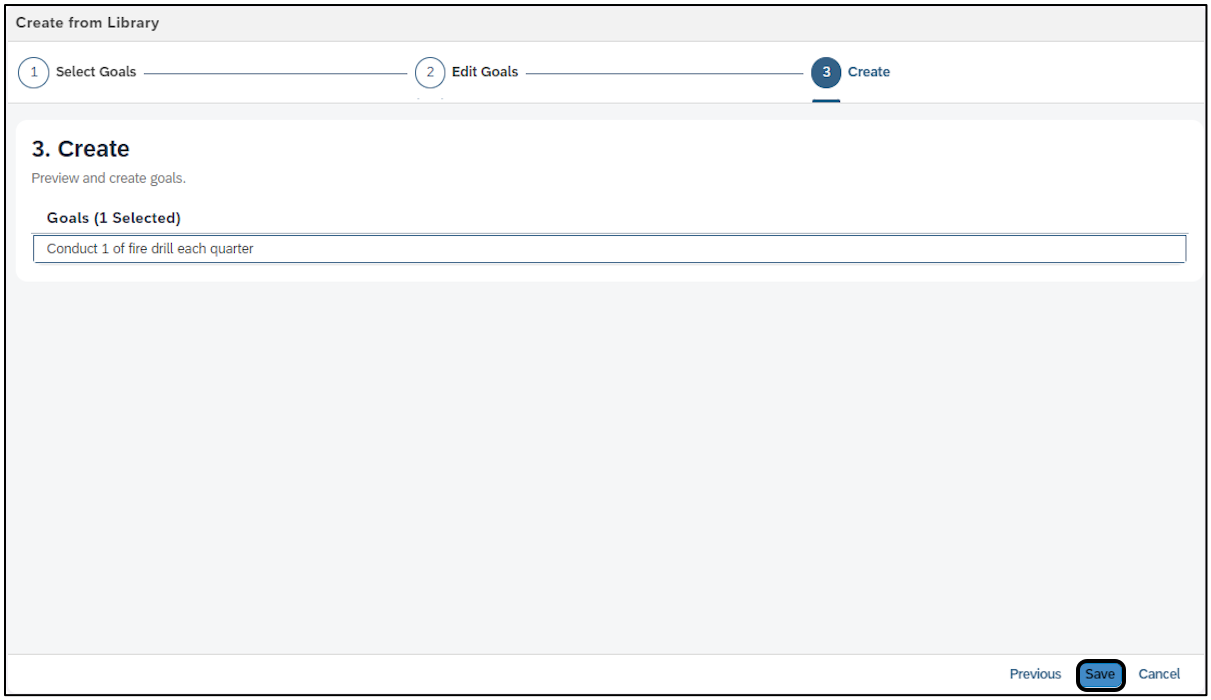
13. Take a moment to review the goal before clicking "NEXT."



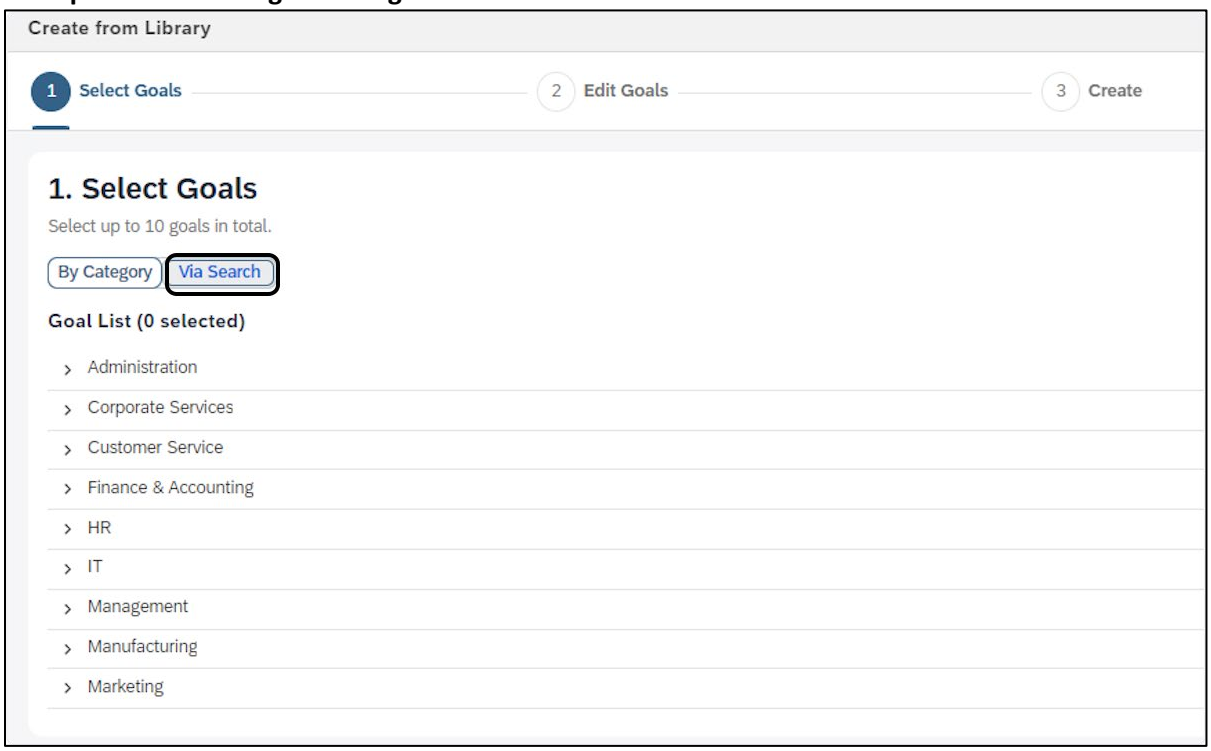
14. Click "NEXT" again.



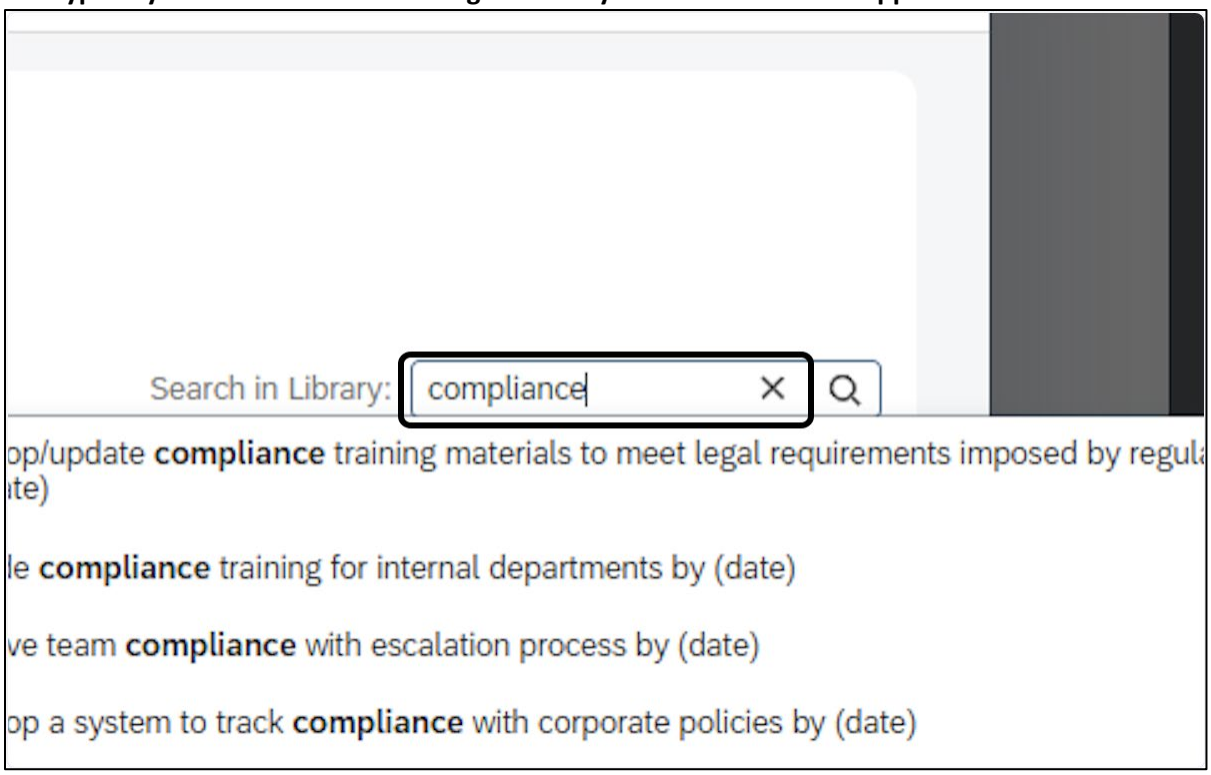
15. Click "SAVE." The goal is added to the form.



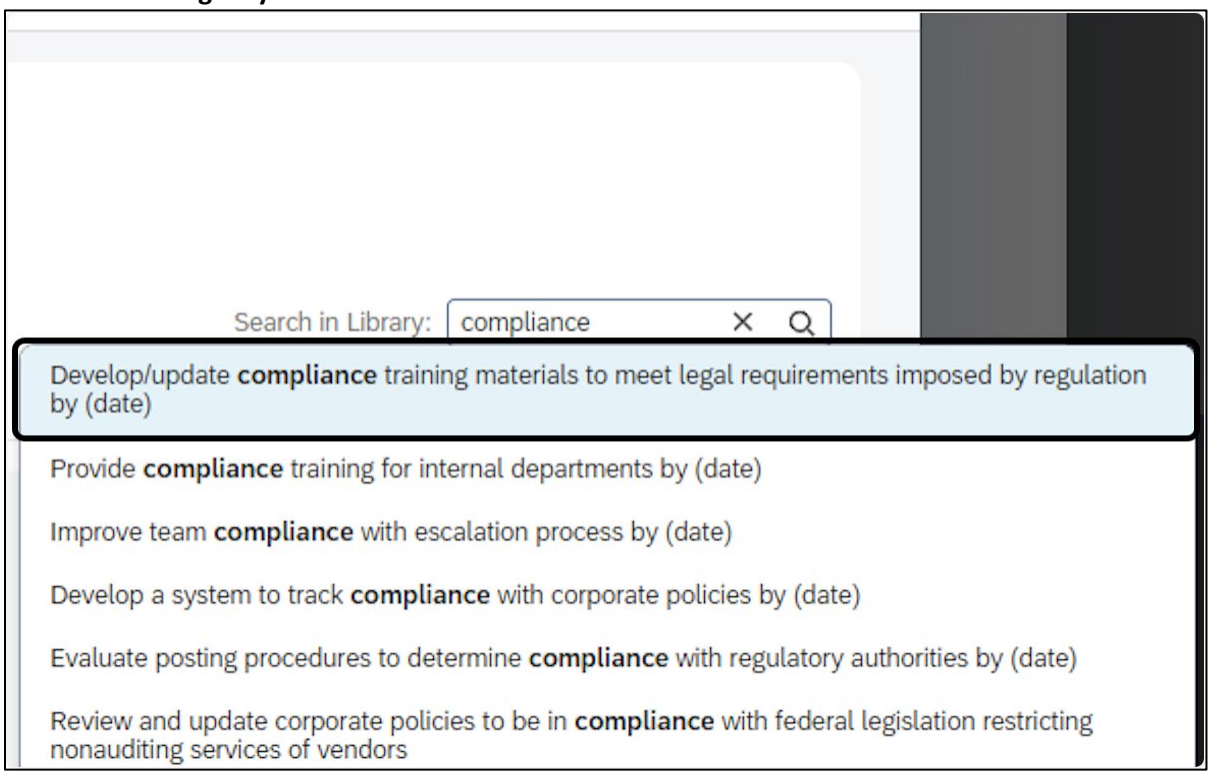
16. Option 2: Browse goals using "Via Search."



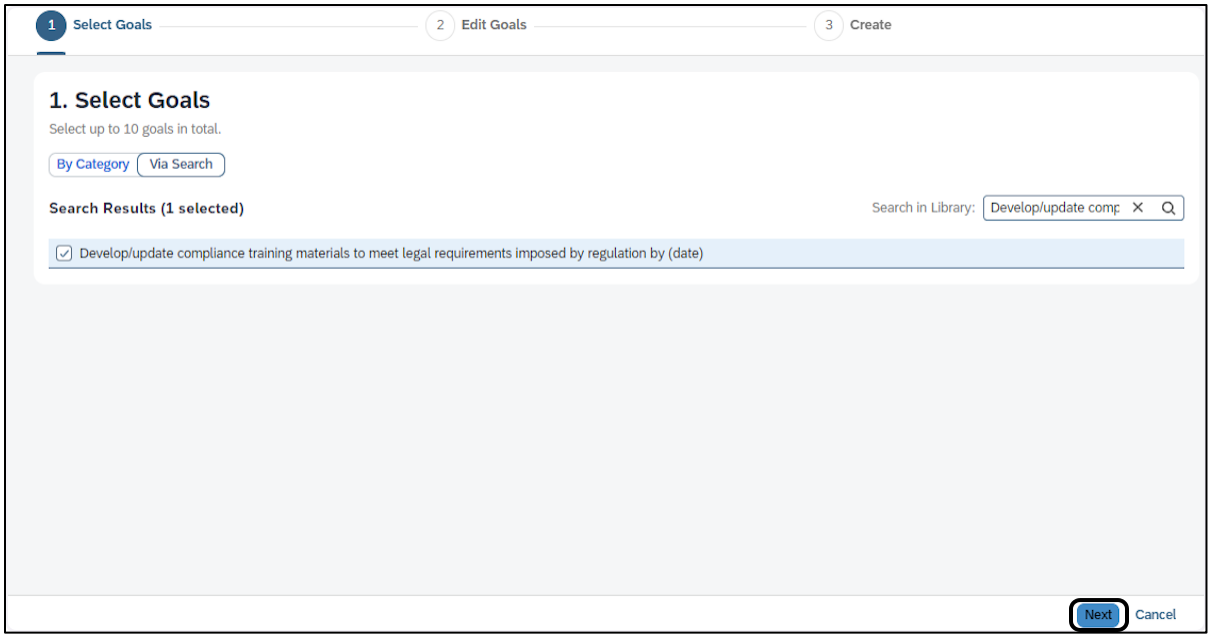
17. Type in your search term. A list of goals with your search term will appear.



18. Click on the goal you would like to add.



19. Click "NEXT."

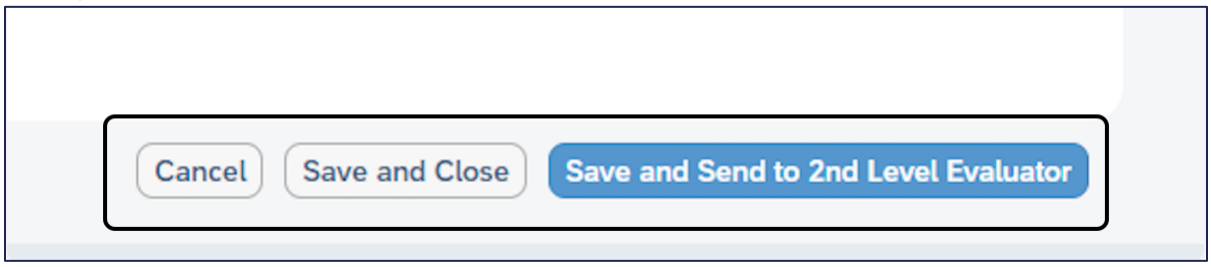


21. Repeat steps 7 - 16 to edit and add the goal to the planning form.

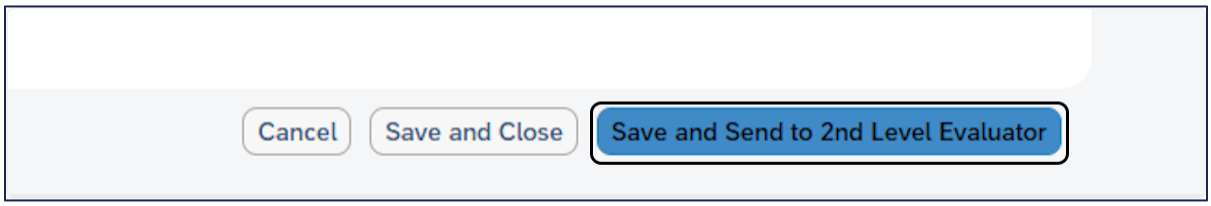
MOVING THE FORM TO THE 2ND LEVEL EVALUATOR

1. **After you have finished adding goals, you have 3 options: 1. You can "Cancel" and return to your Inbox without saving changes; 2. You can "Save and Close" the form, if you are not finished with it; OR 3. You can "Save and Send to 2nd Level Evaluator."**

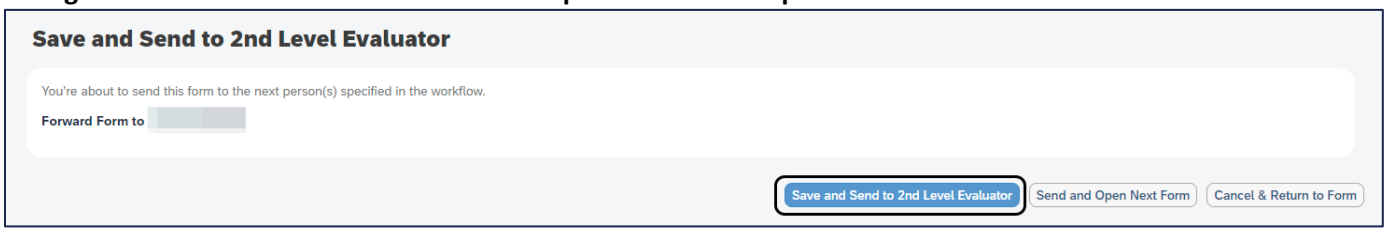
NOTE: Once you send the form to the 2nd Level Evaluator, the Goal Plan is locked. Goals cannot be added, edited, or deleted.



2. **Click on "Save and Send to 2nd Level Evaluator"**

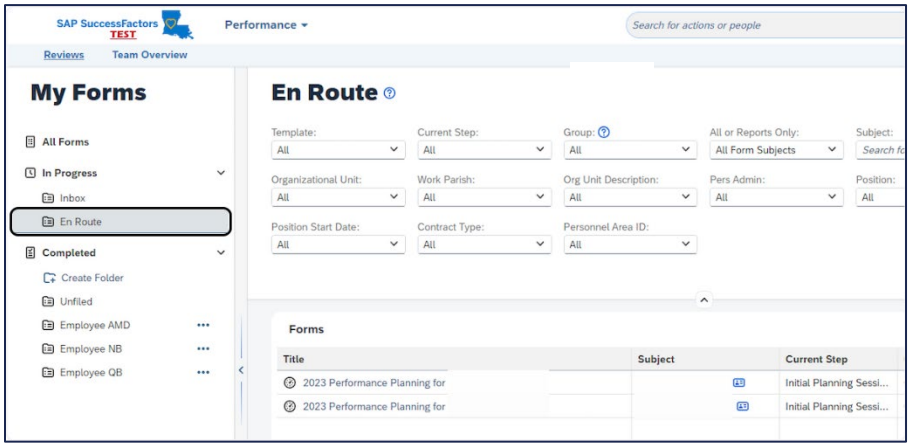


3. **A confirmation screen opens. You must select "Save and Send to 2nd Level Evaluator" again for the form to move to the next step in the Route Map.**



After you have sent the form to the 2nd Level Evaluator, it can be viewed in your Performance Inbox in the "En Route" folder.

NOTE: No edits can be made at this point in the Route Map.



MEETING WITH YOUR 2ND LEVEL EVALUATOR

Your 2nd Level Evaluator may want to meet with you to discuss the Goal Plans and CPM forms for your employees.

Here are some tips to help you prepare for your meeting with your 2nd level evaluator:

- Follow any time guidelines provided by your agency. Some agencies will have specific dates or other policies you need to follow to submit your CPM forms on time. If you don't know your agency policies, check with your HR Office.

- Have all your documentation with you. Documentation should include the completed CPM form, the position description, copies of agency or department mission statements and goals, and any documentation about the individual employee you feel is important to support the work and behavior tasks you chose for the employee.

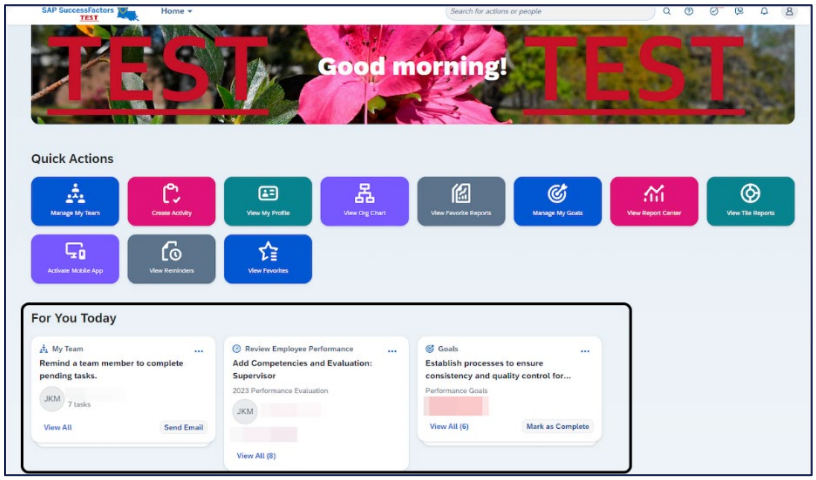
- Be prepared to summarize why you chose the work and behavior expectations you chose. It's likely your 2nd level evaluator will have many CPM forms to review. Your 2nd level evaluator will appreciate your preparedness.

PLANNING - 2ND LEVEL EVALUATOR'S ROLE

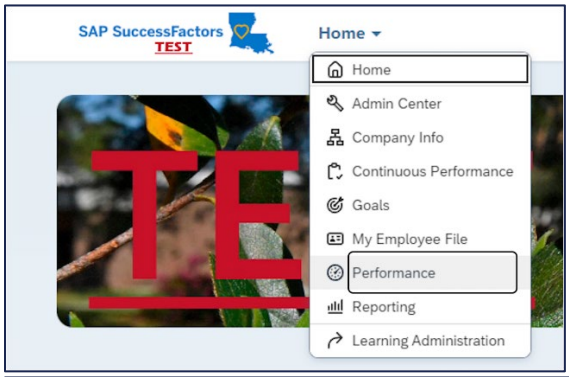
Rule 10.4 of the State Civil Service Rules outlines the responsibilities of the 2nd Level Evaluator in the CPM process. The 2nd Level Evaluator must concur with and approve the performance planning form and the performance evaluation form prepared by the Evaluating Supervisor.

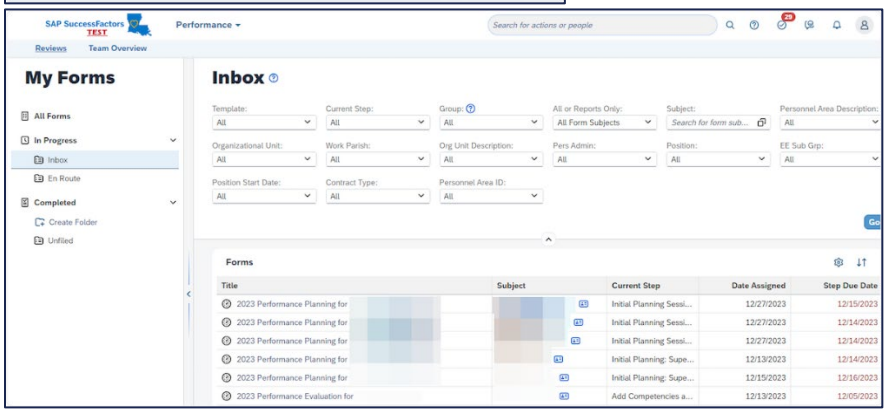
2ND LEVEL EVALUATOR – REVIEWING THE PERFORMANCE PLANNING FORM

1. **Navigation Option: 1 - When you have a form to review, it will appear on your dashboard in the "For You Today" section. Click "Go to Form" to open the form.**



2. **Navigation Option 2: Another navigation option would be to use the Home menu and click on "Performance." The form will appear in your "In Progress - Inbox," which is the initial screen in this section. Click on the form to open it.**



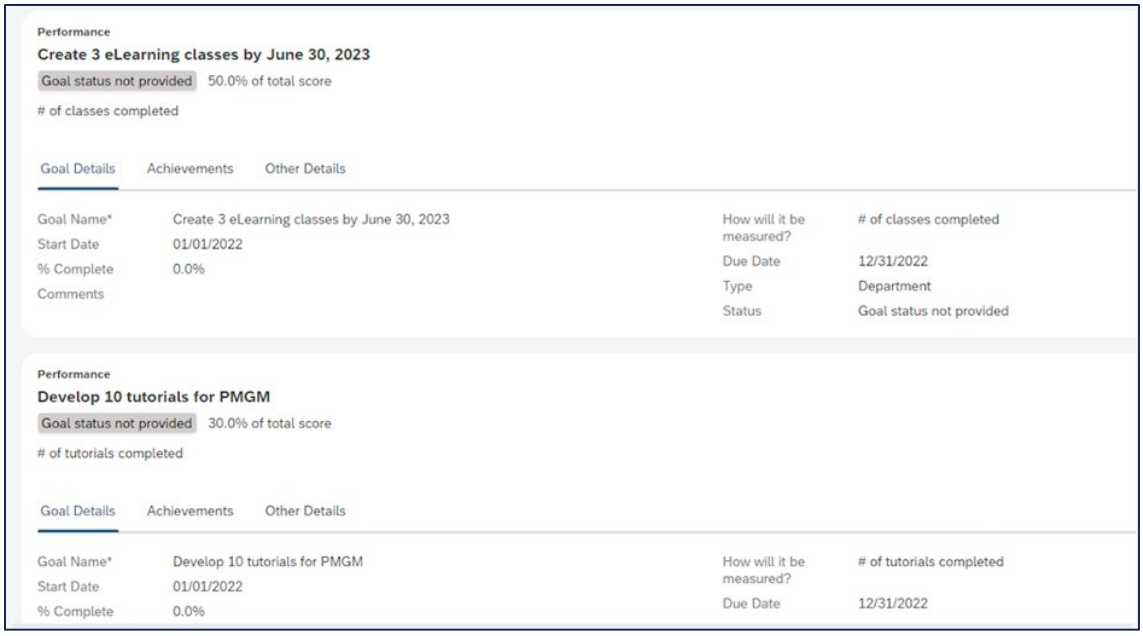


3. Review the Goals created for the employee.

NOTE: While the system requires a minimum of 3 goals for the form to be routed, it does not analyze the goal category. You must manually check the goals to ensure that there are at least 2 performance-based goals and 1 behavior-based goal in the planning.

When reviewing goals, consider these questions as well:

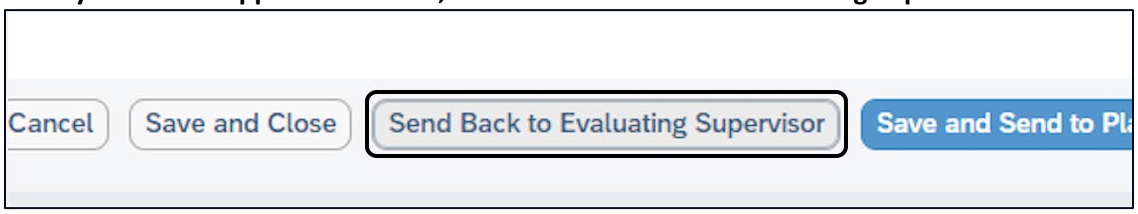
- Do the goals for this employee align with organizational goals?
- Do the goals for this employee align with the employee's position description?
- Are the goals for this employee SMART (Specific - Measurable - Attainable - Relevant - Time-bound)?



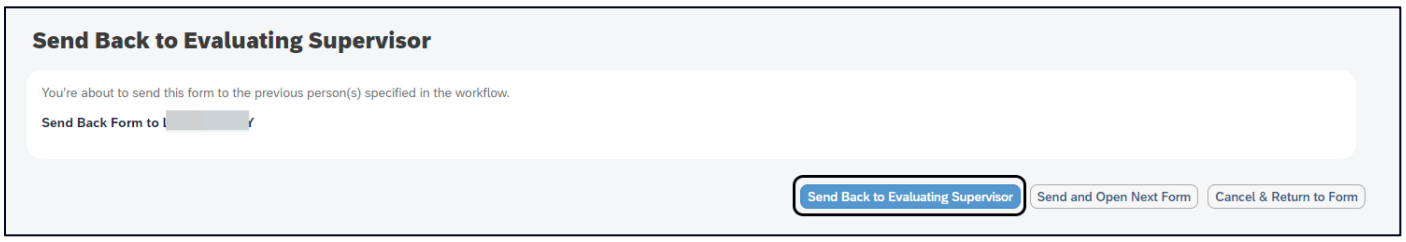
2ND LEVEL EVALUATOR – PLANNING NOT APPROVED

If you do not agree with the goals created, you may send this form back to the evaluating supervisor for revision. The system does not allow you to explain why you are not approving the form; therefore, you will need to reach out to the evaluating supervisor to discuss your required revisions.

1. **If you do NOT approve the form, click "Save and Send to Evaluating Supervisor."**



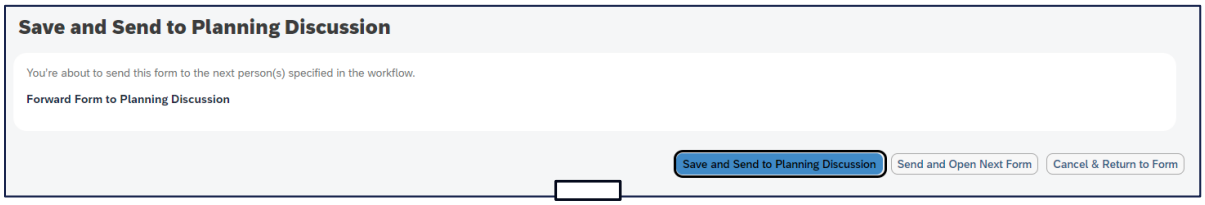
2. **The next screen asks you to confirm your selection. You must click on "Send Back to Evaluating Supervisor" again for the form to be returned.**



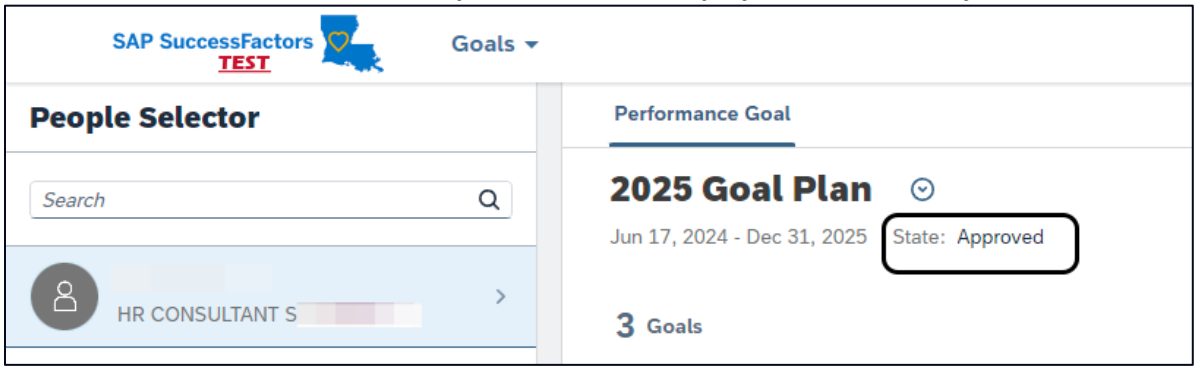
2ND LEVEL EVALUATOR – PLANNING APPROVED

1. **If you approve of the planning, click "Save and Send to Planning Discussion."**

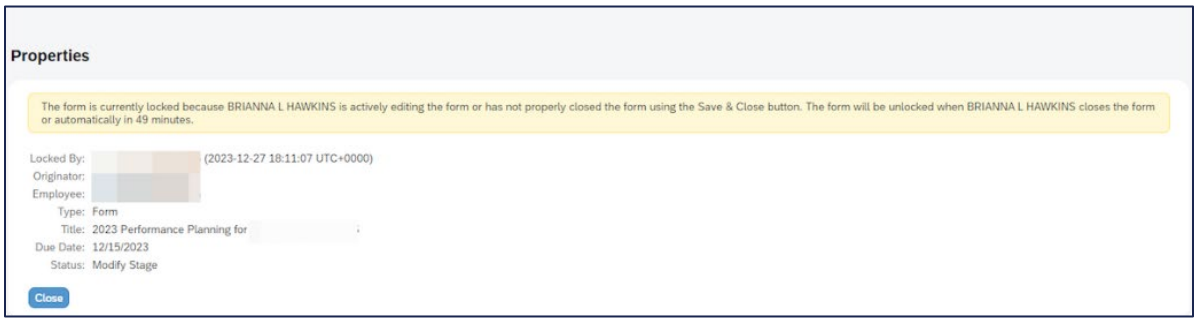
2. **A confirmation screen opens. You must select "Save and Send to Planning Discussion" again for the form to move to the next step. The form is sent to the supervisor and the employee simultaneously.**



3. **When the 2nd Level Evaluator approves the performance management planning form, multiple actions occur:**
   - **The State of the Goal Plan changes to APPROVED. Goals cannot be added, edited, or deleted.**
   - **The form is sent to the supervisor and the employee simultaneously.**



4. **If the either the employee or the supervisor opens the form, the form will lock for other users. While it is locked, the error message reads: "The form is currently locked because NAME is actively editing the form or has not properly closed the form using the Save & Close button. The form will be unlocked when NAME closes the form or automatically in xx minutes."**



CONDUCTING THE PLANNING DISCUSSION

WHAT: The planning discussion is a unique and exciting chance to discuss with your employee the goals assigned to them for the performance year.

WHEN: Once your 2nd Level Evaluator has approved the form, schedule a meeting with your employee to conduct the planning discussion. It is required to hold a planning discussion with each employee no later than March 1st of any performance year or within sixty days of hiring a new employee.

WHY: The planning discussion is one of the critical events in the employee's performance year. This discussion is a chance for you and your employee to communicate about the employee's job; its importance to agency mission; and its relation to any agency goals, initiatives, or plans for the coming performance year. Equally important, this conversation gives you a chance to coach your employee on their performance development, understand the employee's career aspirations, and work with your employee to facilitate growth.

In short, planning discussions have a far greater impact than a simple conversation about assigned goals. The planning discussion is a springboard for employee development that can affect an agency's performance, employee retention, and succession planning.

SUPERVISOR PLANNING DISCUSSION PREPARATION CHECKLIST

BEFORE THE DISCUSSION

1. **Review the Performance Planning Form.** Ensure you fully understand the assigned goals. Note any areas that may need further discussion to align with agency priorities
2. **Assess the Employee's Role and Contributions.** Reflect on how the employee's role and individual contributions may impact the agency's mission, goals, and current initiatives.
3. **Identify Development Opportunities.** Consider areas where the employee could benefit from development, such as skills, knowledge, or responsibilities. Outline potential training, mentoring, or resources that could support their growth.
4. **Prepare to Discuss Career Development.** Be ready to discuss how the employee's goals and role align with their long-term career path within the agency. Consider potential opportunities for them to take on new challenges or broaden their skills.
5. **Review Agency Goals and Initiatives.** Familiarize yourself with any new agency priorities or upcoming changes that might impact the employee's goals or role.

DURING THE DISCUSSION

1. **Set a Collaborative Tone**. Begin by creating a welcoming and open environment for discussion, encouraging the employee to share openly.
2. **Discuss Assigned Goals.** Review each goal, clarifying expectations and ensuring mutual understanding of performance standards.
3. **Connect the Employee's Role to the Agency Mission**. Reinforce the importance of their role within the agency and discuss how their work directly impacts agency goals.

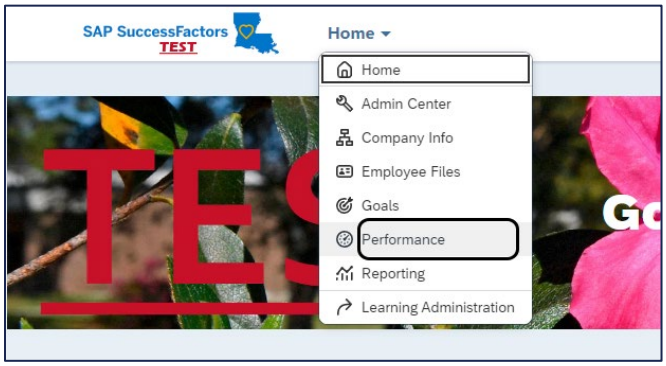
4. **Explore Development Needs and Opportunities.** Listen to the employee's ideas for their development and provide guidance on specific skills or knowledge they could build. Discuss any available resources, training, or support that could help them achieve their goals.
5. **Agree on Action Steps and Expectations.** Outline any next steps, deadlines, or follow-up meetings to track progress throughout the performance year. Confirm a shared understanding of responsibilities and any adjustments to the employee's goals or role.

AFTER THE DISCUSSION

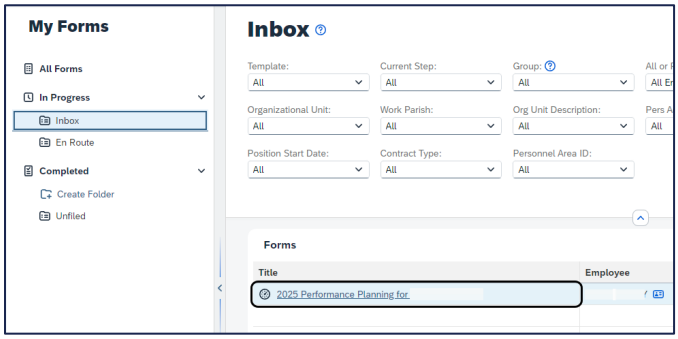
1. **Document Key Points and Action Items.** Record the main discussion points, agreed-upon goals, development plans, and any next steps in a summary. Share this summary with the employee for reference.
2. **Establish Follow-Up Checkpoints.** Set reminders for regular check-ins with the employee to monitor progress and provide ongoing support.
3. **Provide Support and Resources as Needed.** Ensure the employee has access to the agreed-upon resources, tools, or training programs.
4. **Monitor and Track Progress.** Keep track of the employee's progress toward their goals, providing feedback and support as needed.

DOCUMENTING THE PLANNING DISCUSSION AS A SUPERVISOR

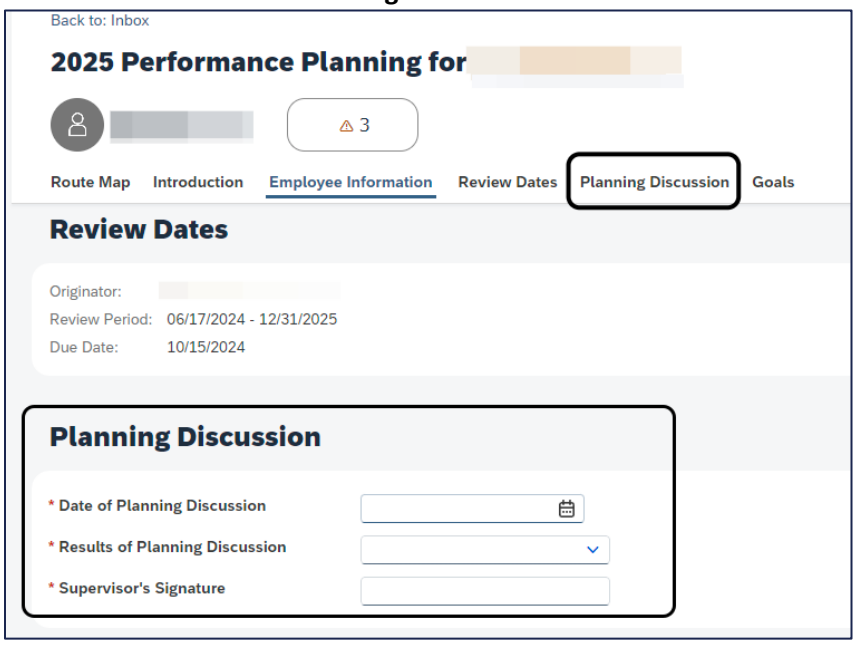
1. **Navigate to your "In Progress – Inbox" by clicking on "Performance" in the Home menu.**



2. **Click on the link for the correct form to open it.**

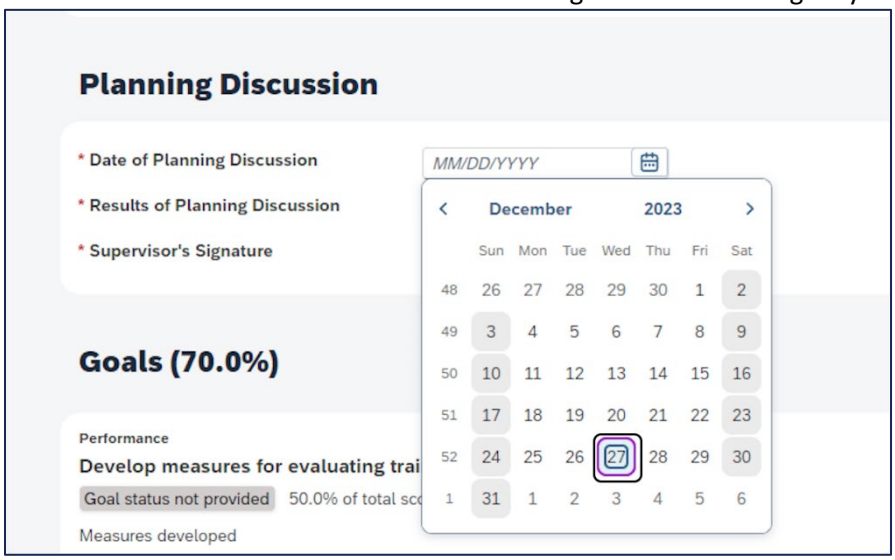


3. **Click on "Planning Discussion" at the top of the form or scroll down to the "Planning Discussion" section of the form. You must complete this section of the Performance Planning Form.**

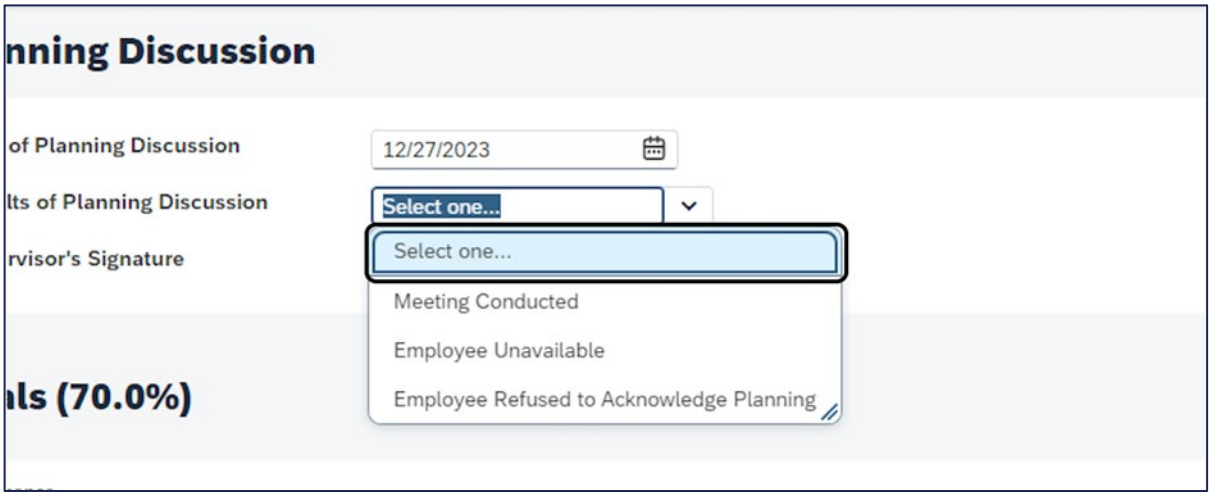


4. **Select the "Date of Planning Discussion."**

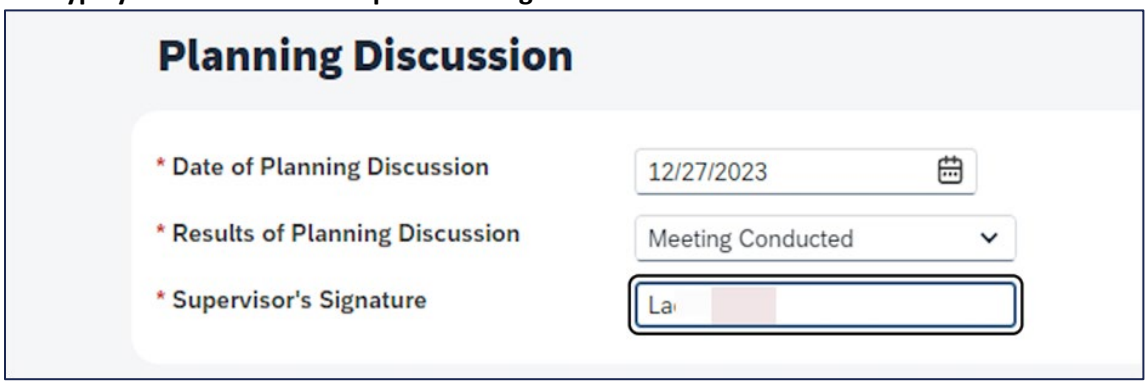
NOTE: The system will indicate what date you select the planning discussion date. Your employee will be notified what date is selected. Backdating or advance dating may result in an audit finding.



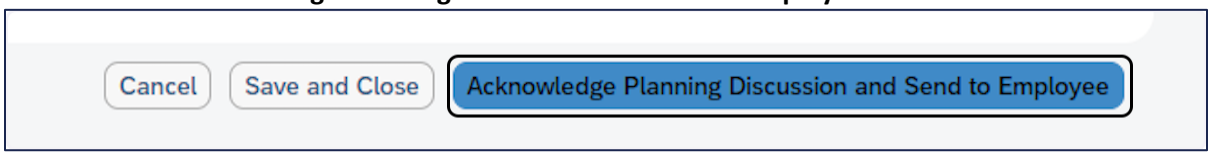
5. **Select the "Results of Planning Discussion." You have 3 options to choose from:**
   - **Select "Meeting Conducted" when you have met with your employee and discussed their goals.**
   - **If your employee is on FMLA or other extended leave, you may need to select "Employee Unavailable." Before making this selection, please consult with your HR to ensure you are complying with State Civil Service rules.**
   - **Your third option is "Employee Refused to Acknowledge Planning." Use this when you have met with your employee and the employee says they will not sign the planning form.**



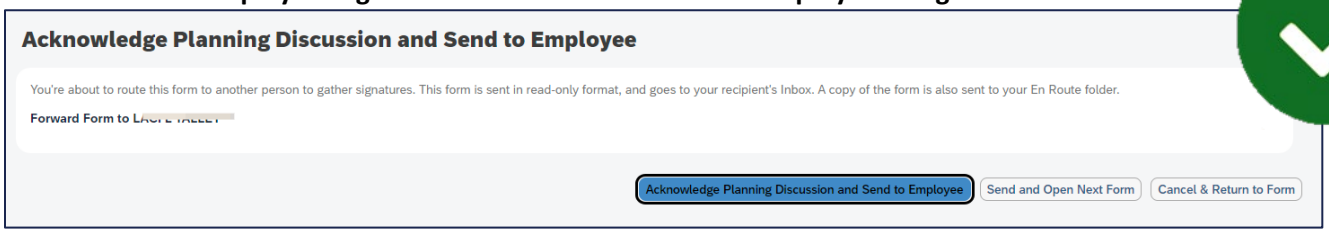
6. **Type your name in the "Supervisor's Signature" field.**



7. **After Planning Discussion is completed and documented, scroll to the bottom of the form, and click "Acknowledge Planning Discussion and Send to Employee."**

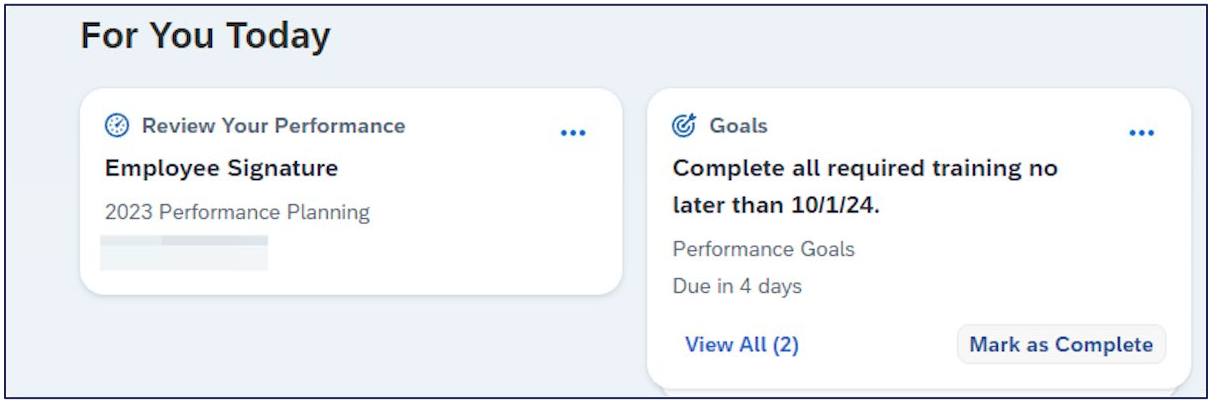


8. **A confirmation screen opens. You must select "Acknowledge Planning Discussion and Send to Employee" again for the form to move to the employee to sign.**

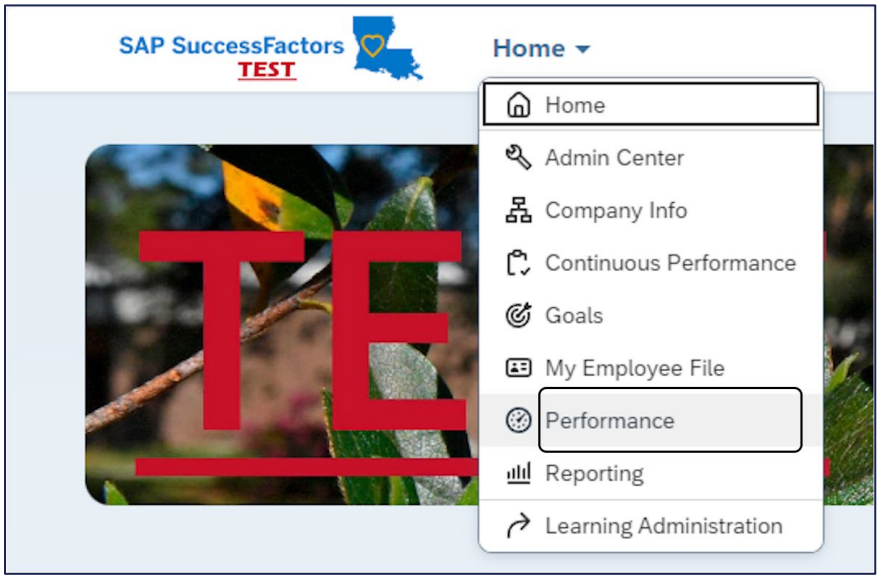


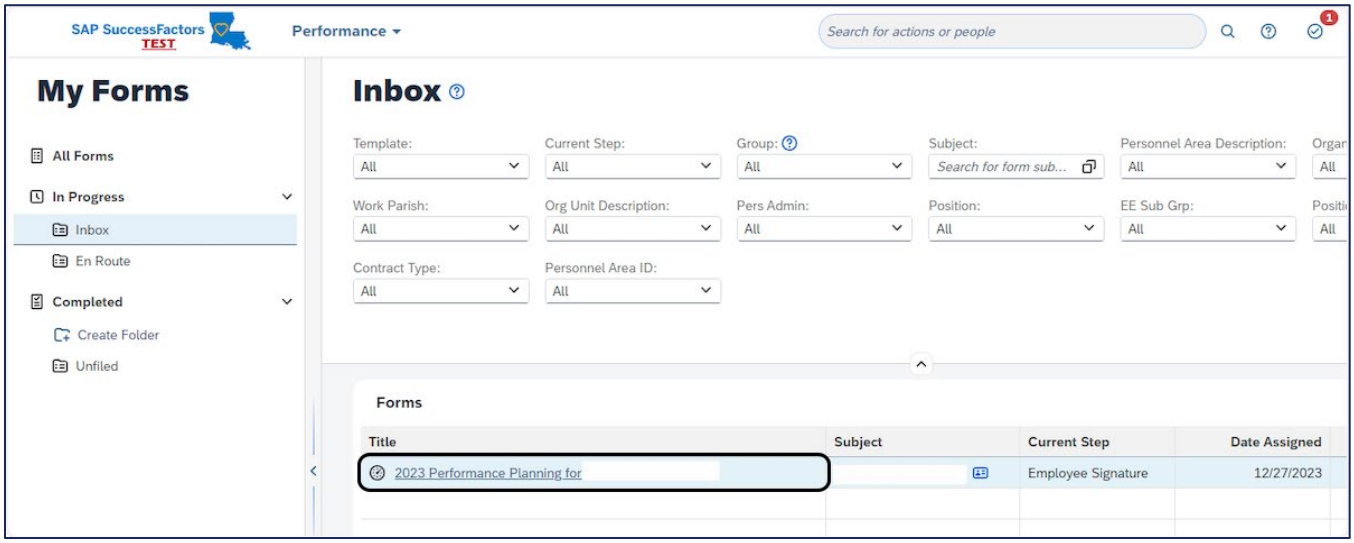
SIGNING THE PLANNING FORM AS AN EMPLOYEE

1. **Navigation Option 1: Click on the link in the notification in the "For You Today" section.**

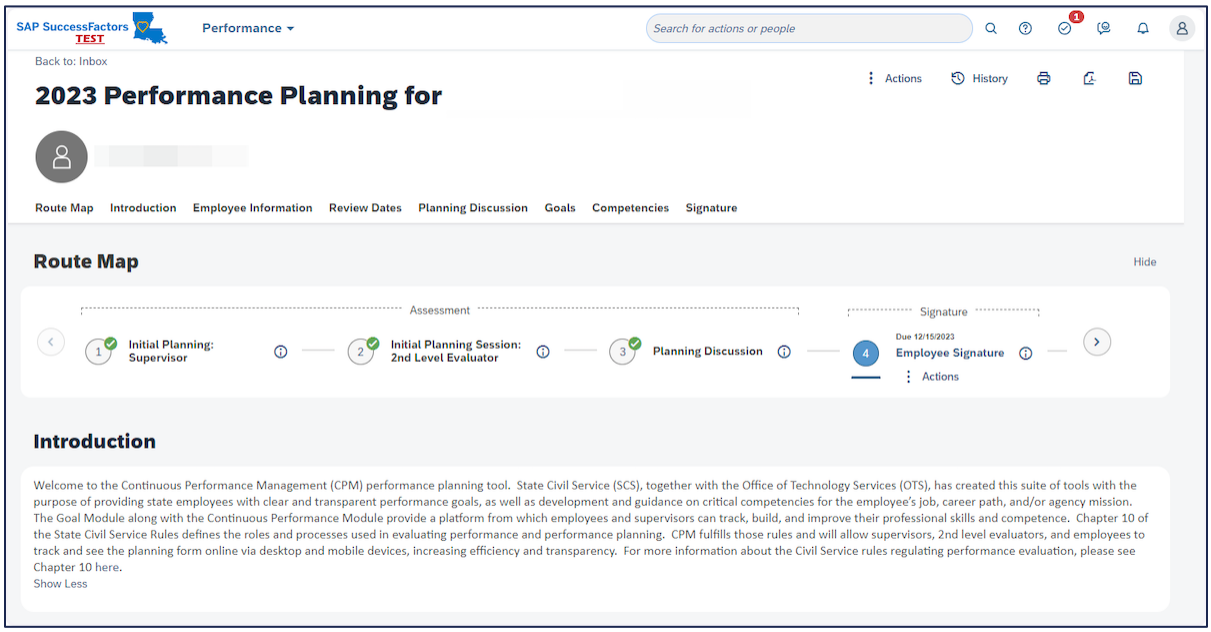


2. **Navigation Option 2: Click on "Performance" in the Home menu. Then, click on the link to open your form.**



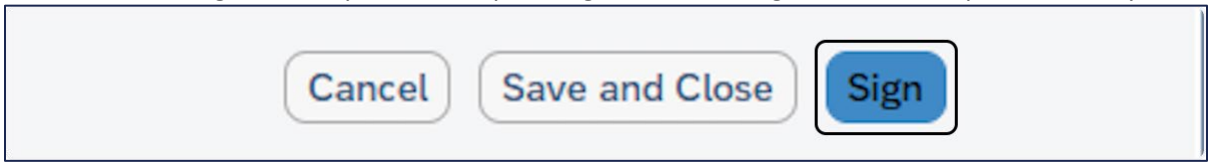


3. Review the form. Then, scroll to the bottom of the form.

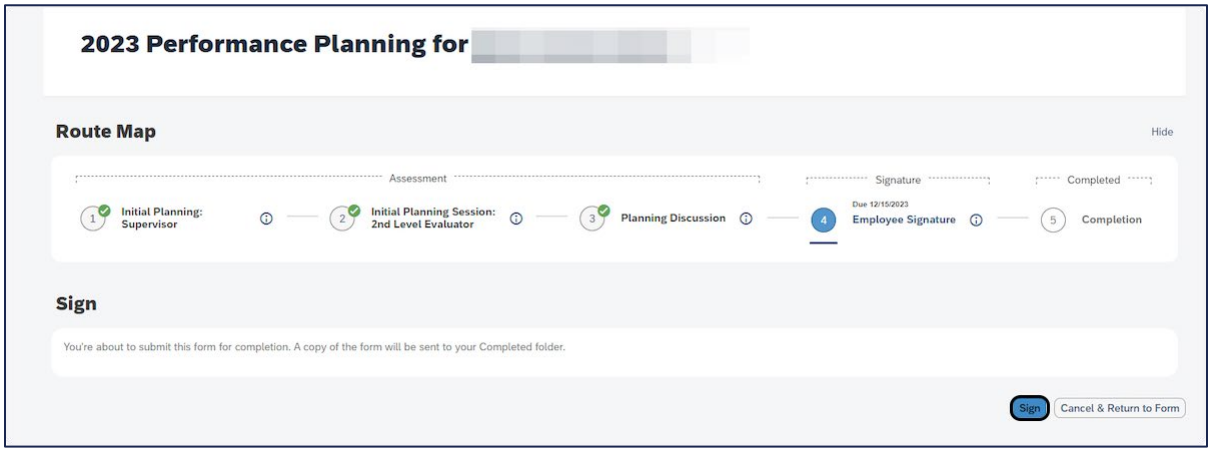


4. Click on "Sign."

Note: Failure to sign will not prohibit the planning from becoming official for the performance year.



5. A confirmation screen will appear. You must click "Sign" again to complete the process.

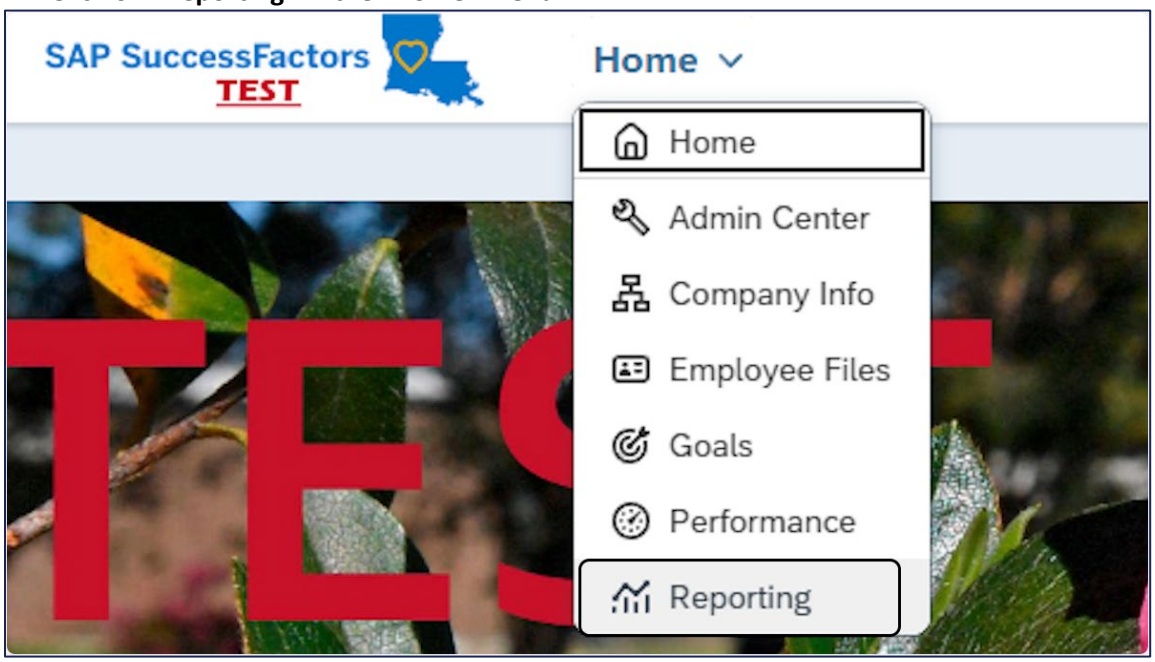


REPORTS

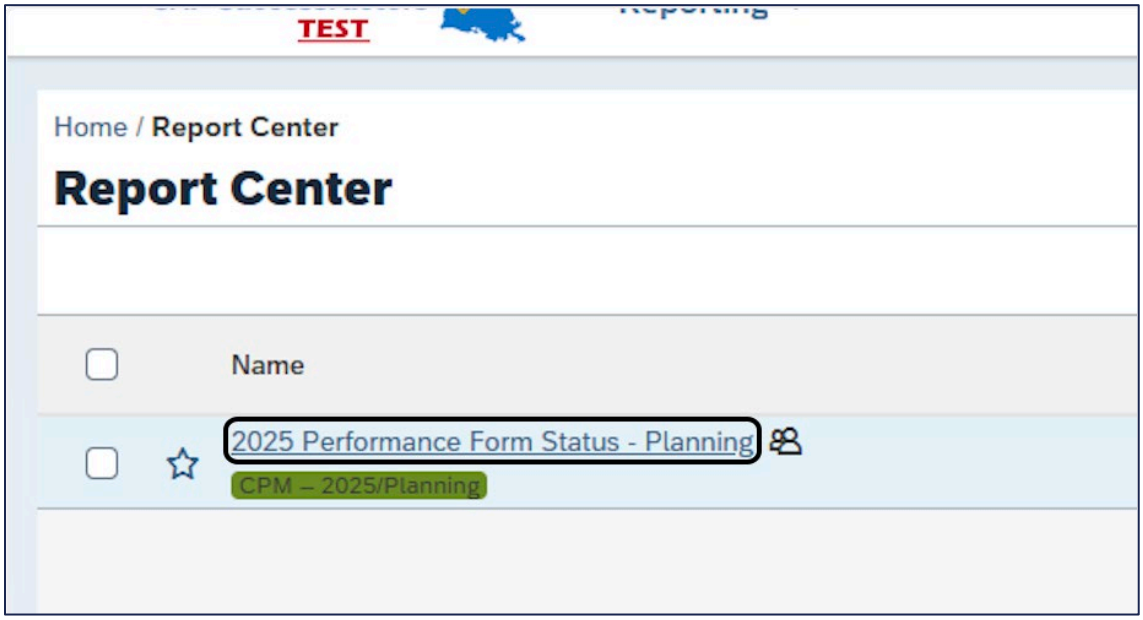
PERFORMANCE FORM STATUS – PLANNING

For planning reports, supervisors can run the “Performance Form Status – Planning” report. This report will output all launched performance planning forms, allowing you to see where each form is in the planning process.

1. **Click on "Reporting" in the "Home" menu.**

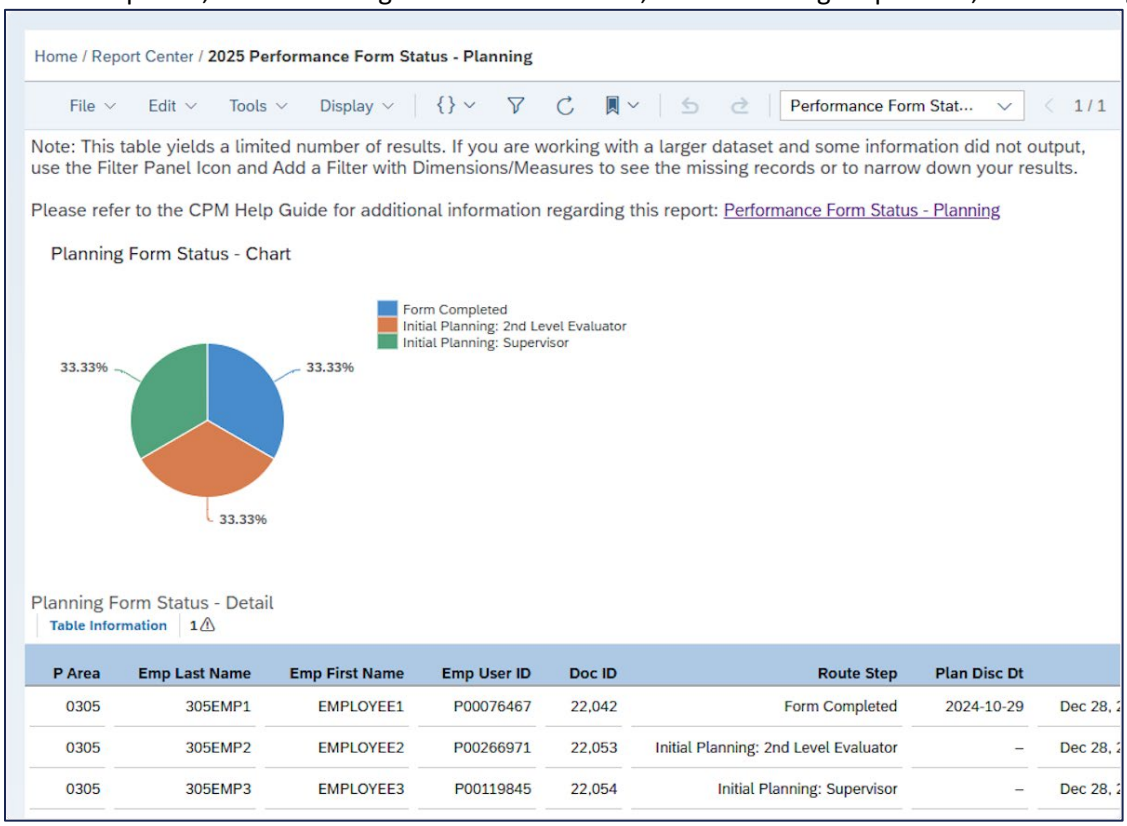


2. **Click on "2025 Performance Form Status - Planning" to run this report.**

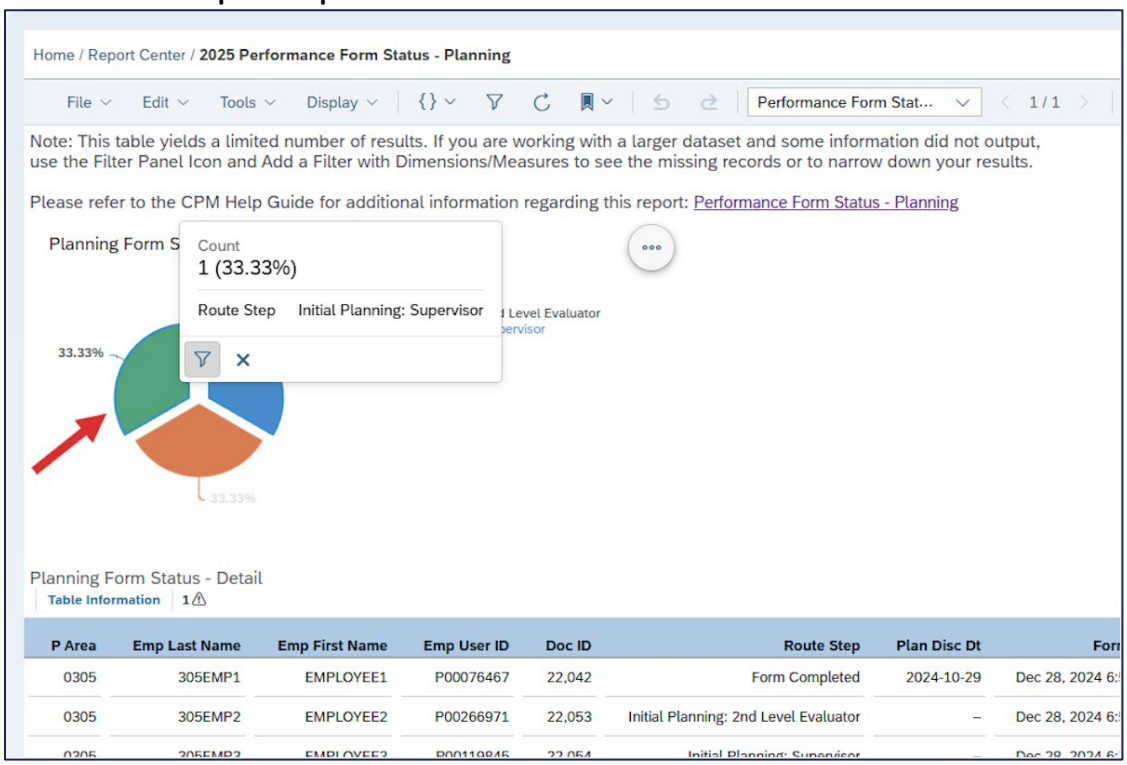


3. A pie chart displays at the top of the report breaking down the route step name by type.

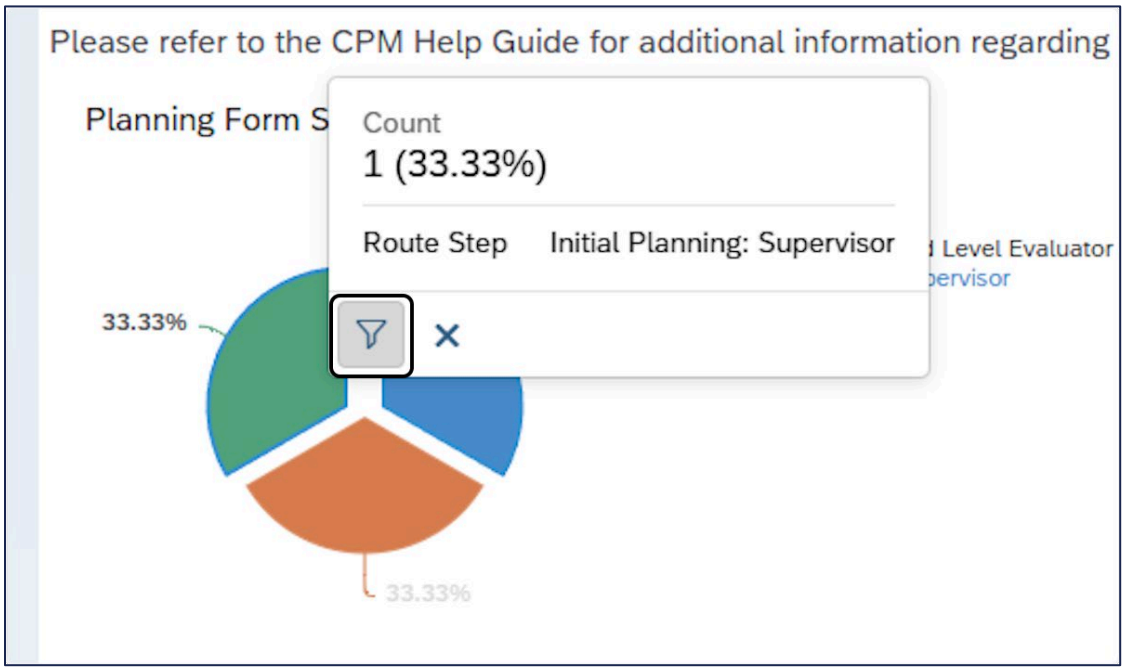
NOTE: Sections appear in alphabetical order based on rating description text including Employee Signature, Form Completed, Initial Planning: 2nd Level Evaluator, Initial Planning: Supervisor, and Planning Discussion.



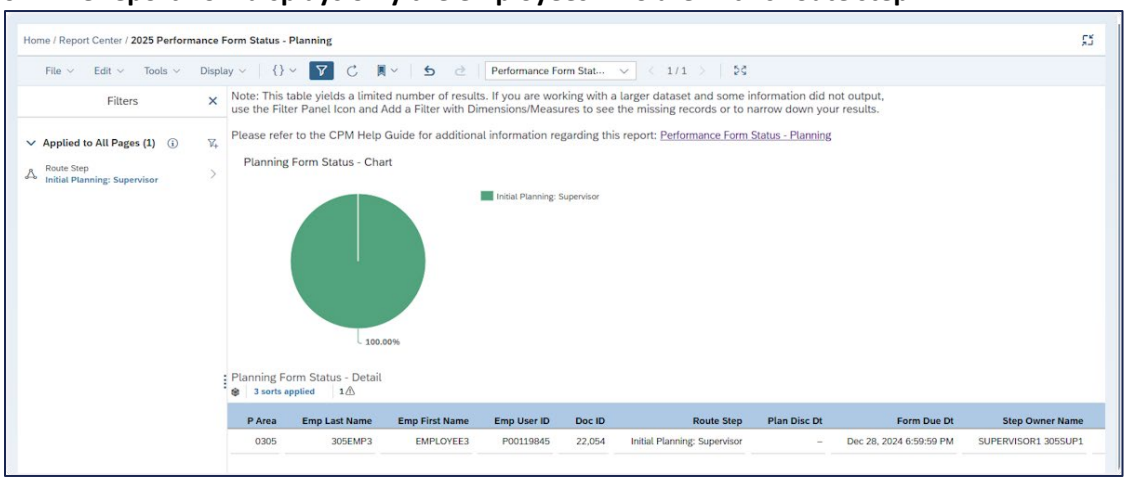
4. To see a list of employees whose forms are in a specific route step, click on the piece of the pie chart for that route step. This opens an information card.



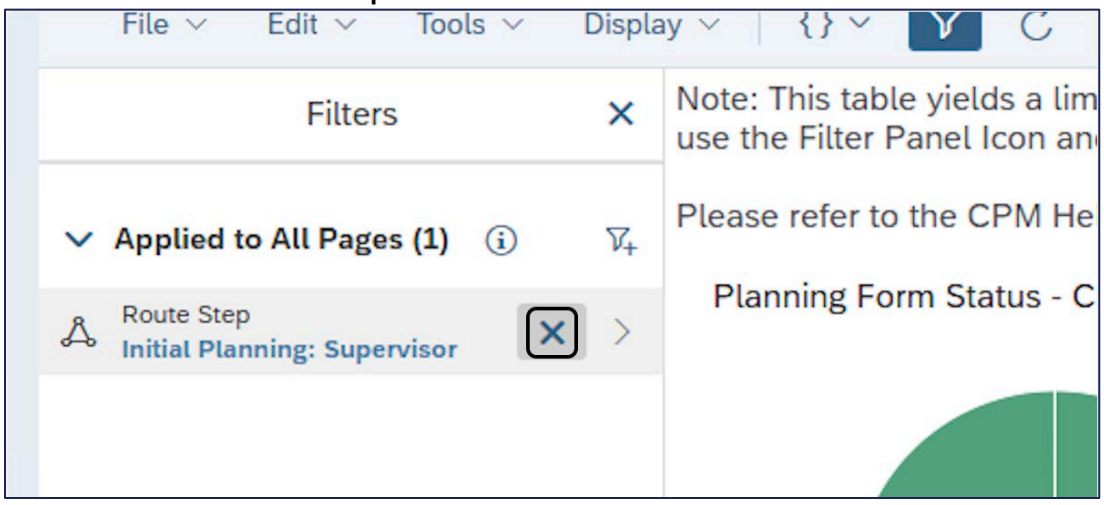
5. **Then, click on the filter icon.**



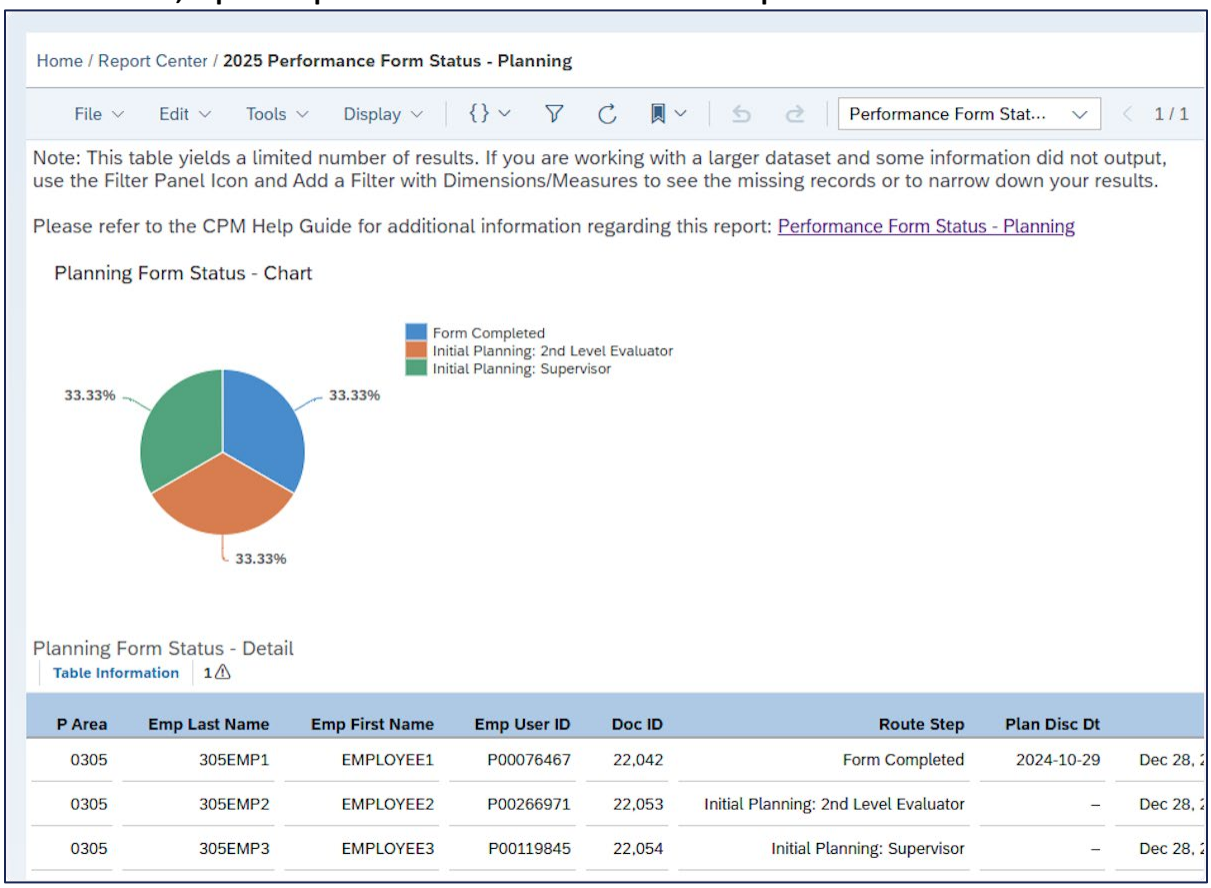
6. **The report now displays only the employees who are in this route step.**



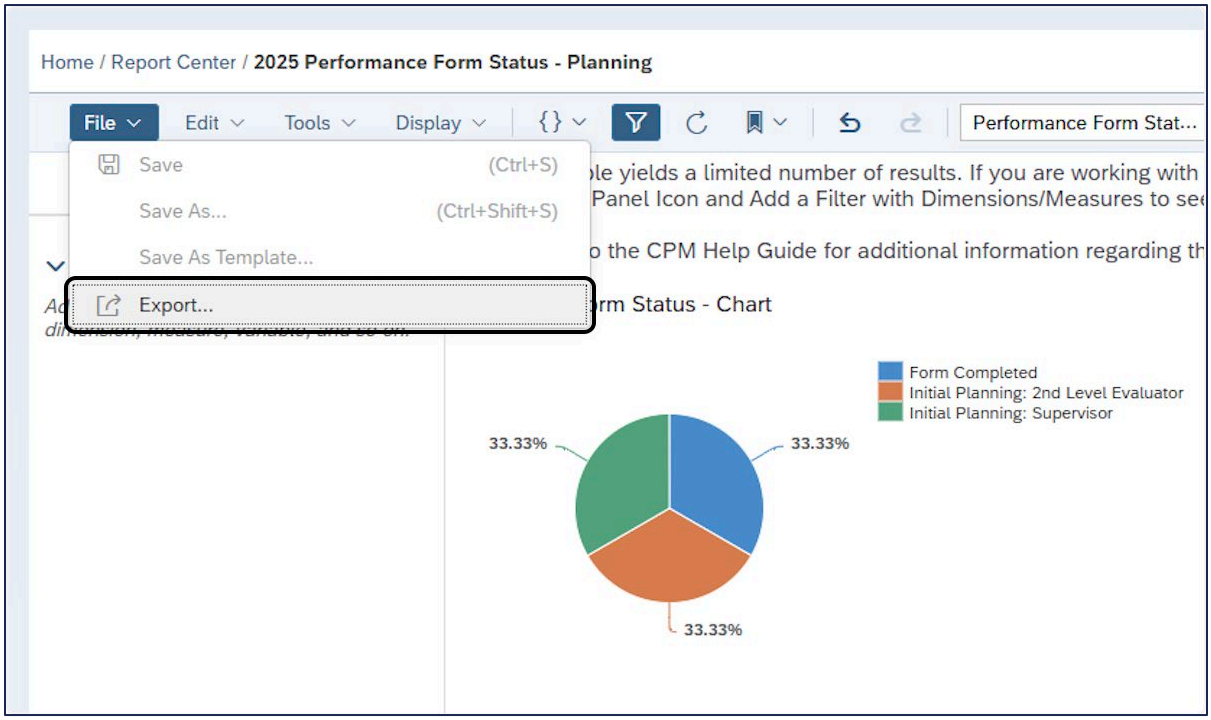
7. **Hover over the "Route Step" and click on the "X" to reset the filter.**



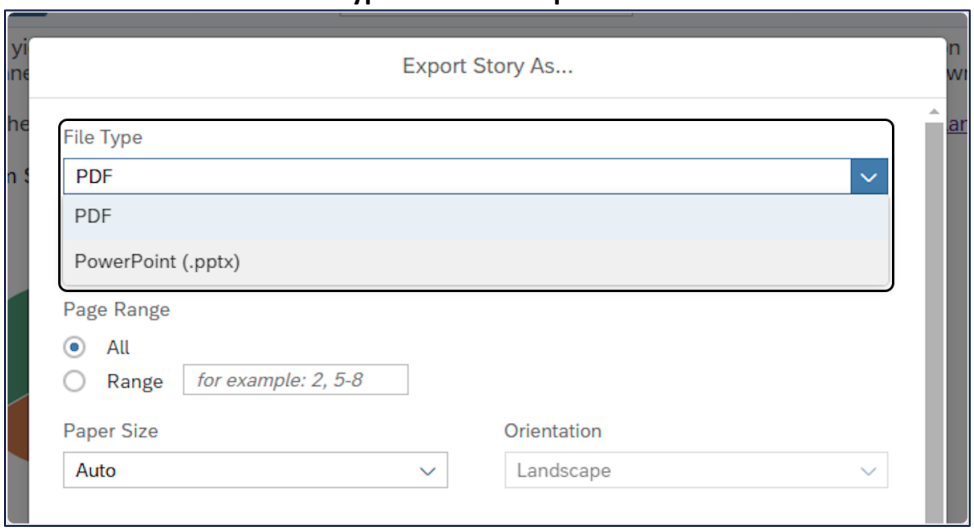
8. From here, repeat steps 4-6 to review a different route step.



9. To export the report, click on "File." Then, click "Export."

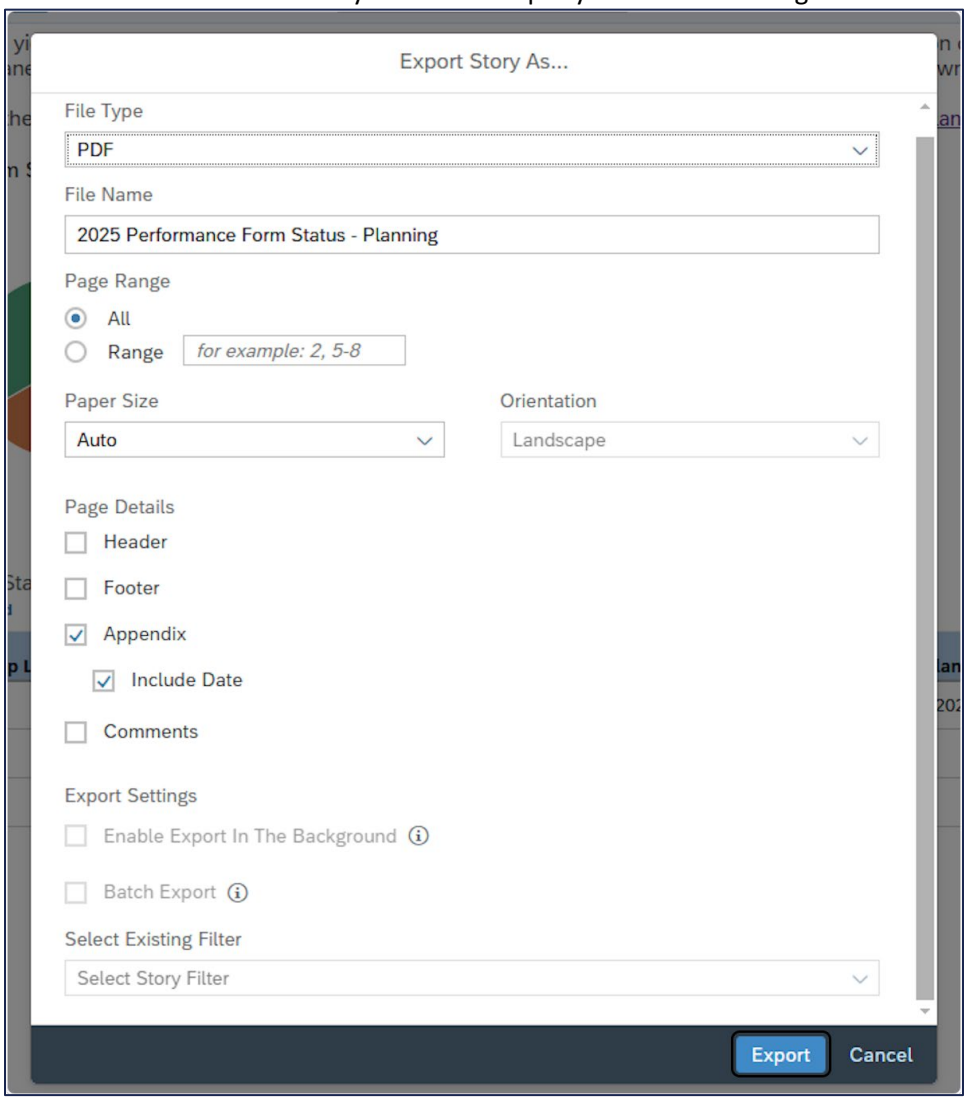


10. Select the desired "File Type." You can export either as a PDF or PowerPoint.



11. Adjust the settings as desired. Then, click "Export."

NOTE: The file is automatically downloaded per your default settings.



DURING THE PERFORMANCE YEAR

DOCUMENTATION BEST PRACTICES

Employment law professionals use a phrase to show just how important good documentation is to supervisors and managers: "If you didn't write it down, it didn't happen!"

Here are some tips to help you document employee performance:

1. Use objective language. Objective language doesn't mention emotions. It does not use opinions. Objective language uses only facts.

2. When you document, record what you observe using your five senses. What exactly did you see? What exactly did you hear? In some cases, taste, touch, and smell may be relevant.

3. Write down direct quotes. Don't document others' words as your own.

4. Don't draw conclusions in your documentation. Let the judge or referee draw the conclusions from your documentation.

5. Make sure to get all the facts, and stick to the facts. How do you know if you got all the important facts? Make sure you answer Who? What? Where? When? How? and Why? If you have answers to all of these questions, you've got complete documentation.

6. Make sure your answers are as specific and detailed as possible.

7. Be consistent. Courts may be suspicious when supervisors have documentation, especially thorough documentation on only one or two of the employees he or she supervises. In this case, it looks like the supervisor is out to get the employees with the documentation.

8. Keep documentation on all of your employees, not just those who do superlative work or have discipline problems.

9. Be balanced. Documentation should not be limited to negative events. Be sure to document the extraordinary and positive accomplishments of your employees, too.

10. Be timely. Prepare your documentation right after the incident occurs, not later. You won't remember the details of what happened even a few days later. What's worse, courts sometimes discount documentation created long after the event.

11. Quality is more important than quantity! If you answered the who, what, when, where, why and how in two or three sentences, that's all that may be needed. In fact, two or three sentences that cover the facts are much better than pages of subjective and non-factual documentation.