

FUNDAMENTALS OF PERFORMANCE MANAGEMENT & THE SAP PERFORMANCE EVALUATION

A Washoe County Learning Center eBook

INSTRUCTIONS

Complete this eBook learning by simply clicking through the slides at your own pace. To move forward, click the right arrow in the lower right corner. To move backward, click left arrow on the lower left corner.



KEY TOPICS

- Overview of the Performance Management Process
- The key components of performance
- Preparing periodic performance evaluations using SAP-Performance Management





AT THE END OF THIS eBOOK YOU WILL BE ABLE TO...

- **Define and use the performance management process to manage your direct reports.**
- **Explain the key elements that contribute to performance.**
- **Set and communicate clear expectations for performance to your direct reports.**
- **Prepare for and deliver effective performance evaluations using SAP online.**





OUT OF 5

U.S. workers are dissatisfied with their performance reviews.

2009 Reuters Poll

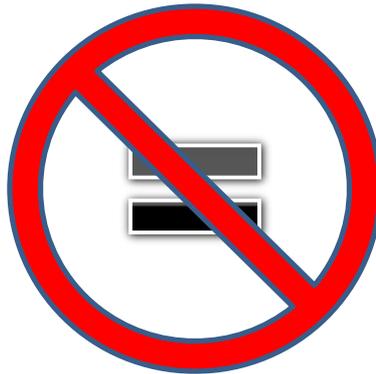


Why is this so?



Because....

Performance Evaluation

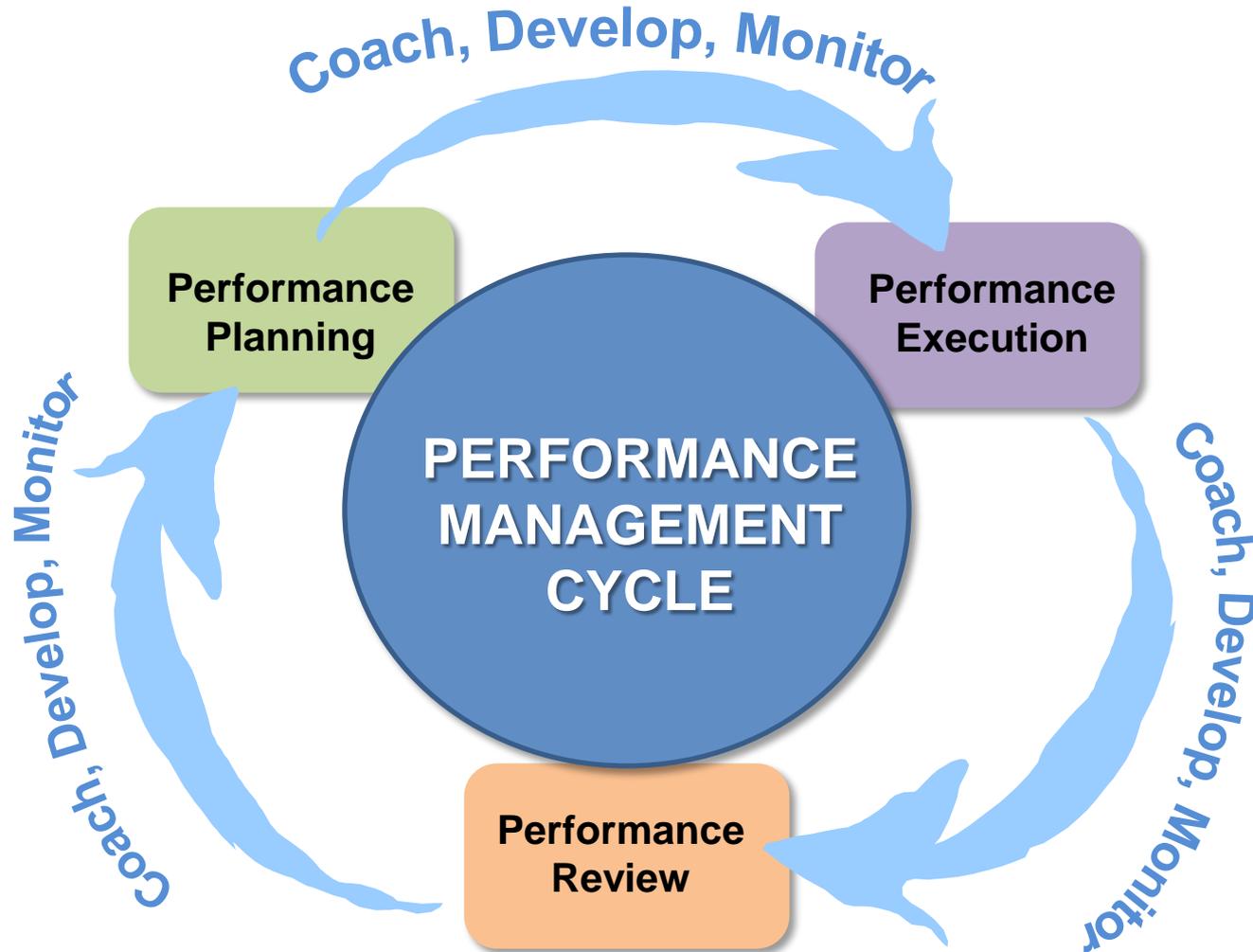


PERFORMANCE MANAGEMENT



Performance Management is a Cycle

NOT an Event



Performance Management Requires...

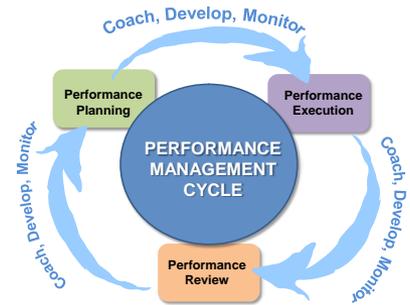


PLANNING

- Performance goals & expectations are set and communicated
- Development goals are established for employee to acquire new skills/knowledge and/or improve enhance proficiency
- Proficiency standards for performing job related tasks are communicated
- How competencies will contribute to success during the upcoming review period are communicated



Performance Management Requires...



EXECUTION

- Work is performed; tasks, duties, & responsibilities carried out

COACHING, DEVELOPING, MONITORING

- Performance & behavior observed and documented
- Feedback, coaching and mentoring provided
- Opportunities for development provided

REVIEW

- Evaluate goal achievement measured against results expected
- Assess proficiency in competencies used to achieve results
- Assess development needs

Measure and rate performance; summarize feedback

SAP

Why Manage Performance?

- Give direction to employees.
- Give feedback to employees.
- Identify obstacles to performance and formulate strategies for addressing them.
- Identify development needs.
- Foster on-going, open communication.
- Provide a basis for compensation decisions.
- Serve as a basis and legal defense for promotion, discipline and dismissal.



What is **PERFORMANCE**?

The **execution** or **ACCOMPLISHMENT** of a given task **measured** against preset **known** STANDARDS.



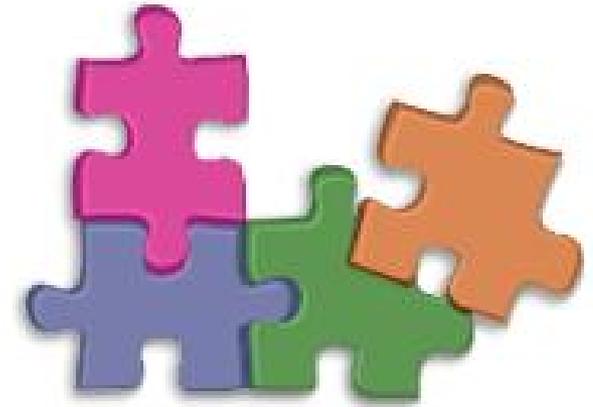
Performance is dependent upon 2 interlocking factors

The **“WHAT”**

How does this position contribute to the achievement of strategic objectives?

What are the value-added results of the work done by those in this position?

What specific functions and tasks must be accomplished by incumbents?



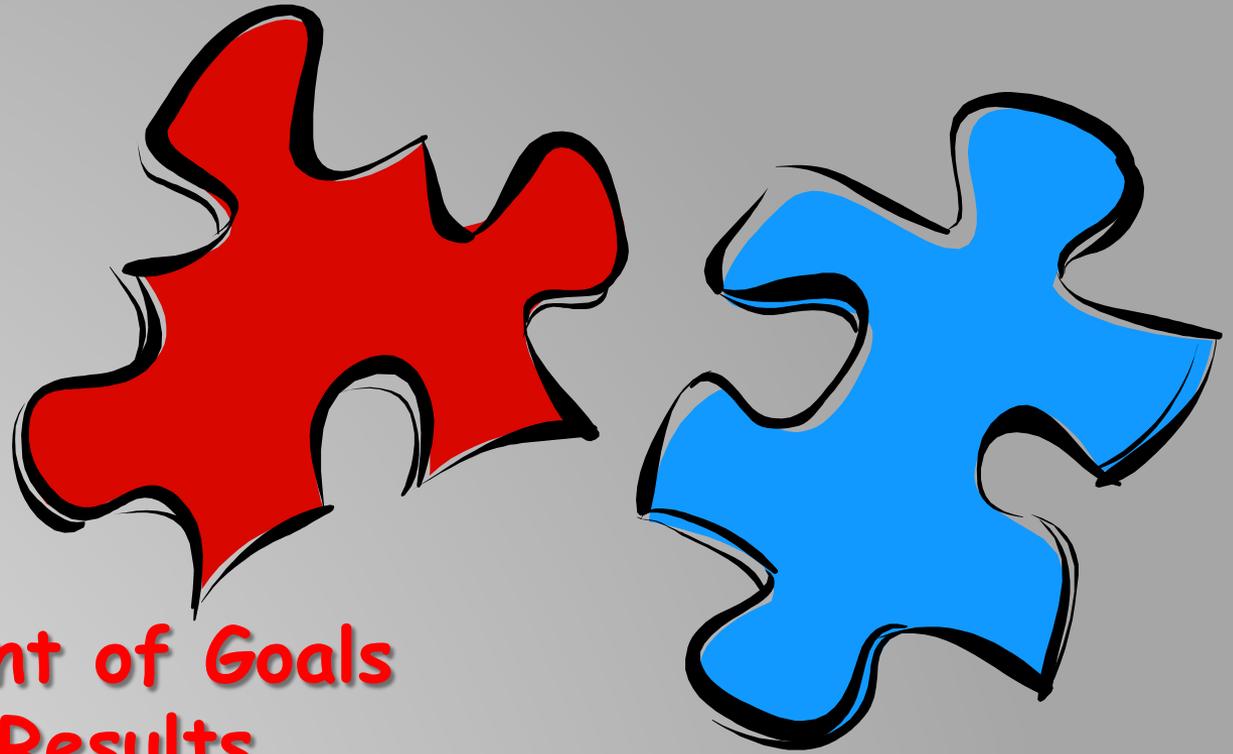
The **“HOW”**

What knowledge, skills, & abilities are used to get the job done?

What behaviors contribute to success in the position?



The Performance Puzzle



The “WHAT”

Accomplishment of Goals

Value-Added Results

Achievements

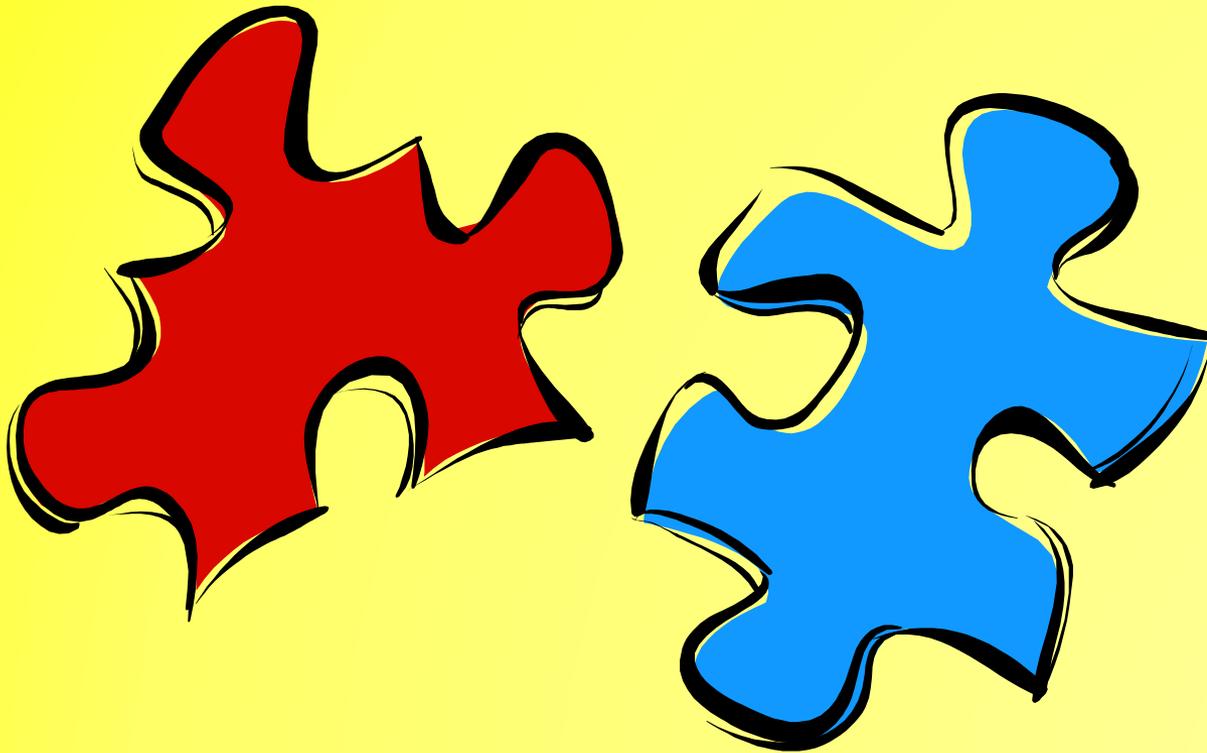
Execution of Tasks, Duties, Responsibilities



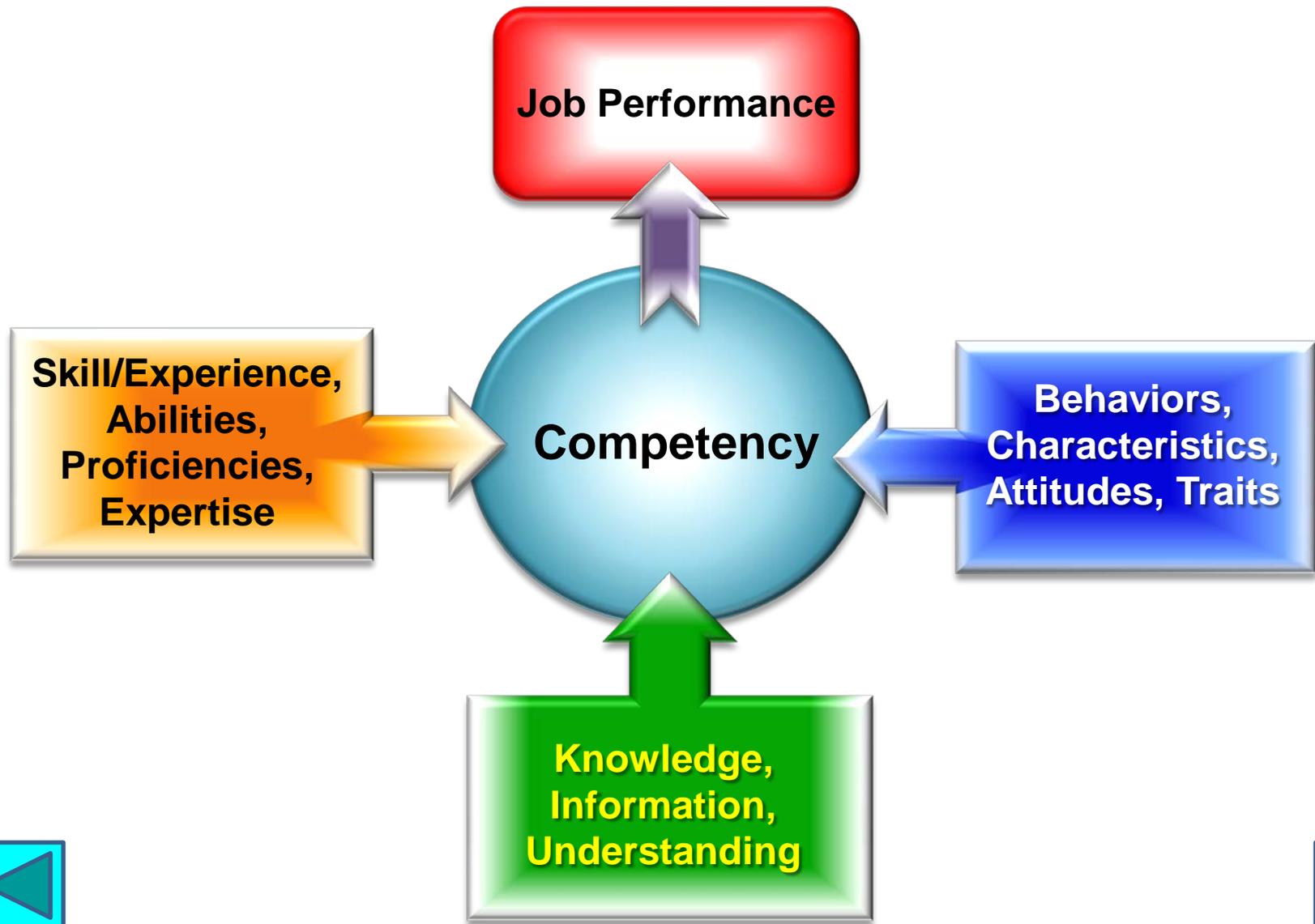
The Performance Puzzle

The “HOW”

Knowledge
Skills
Abilities
Behaviors



The “HOW” = Competencies



Washoe County Core Competencies

Functional/Technical Proficiency

- Knowledge, Skills, & Abilities
- Organizational/Departmental Knowledge

Interpersonal Effectiveness

- Communication
- Customer Service
- Personal Relationships
- Teamwork

Organizational Systems Awareness

- Action and Results
- County Knowledge
- Ethics and Integrity
- Quality Improvement

Personal Development

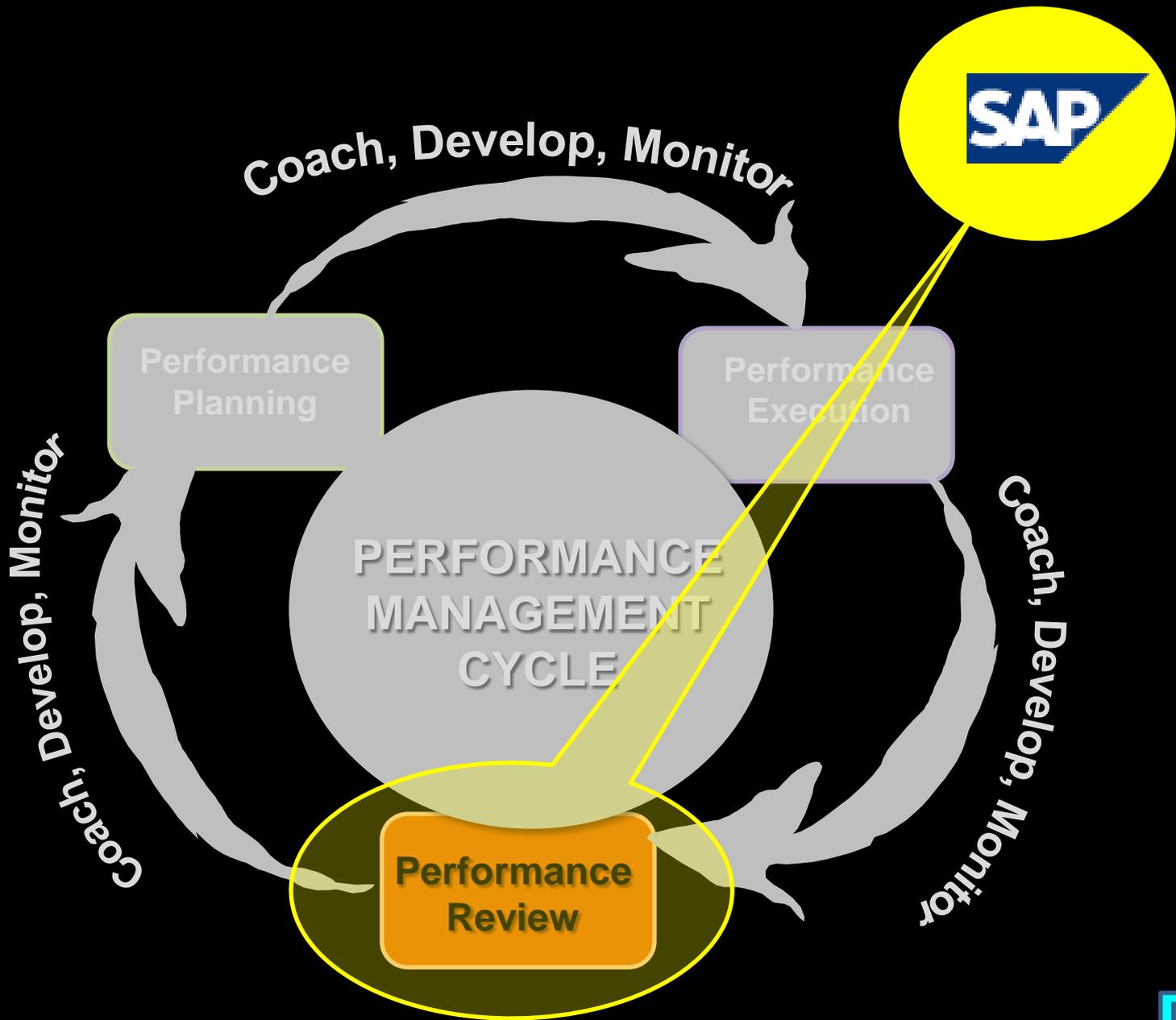
- Accountability
- Adaptability
- Continuous Learning

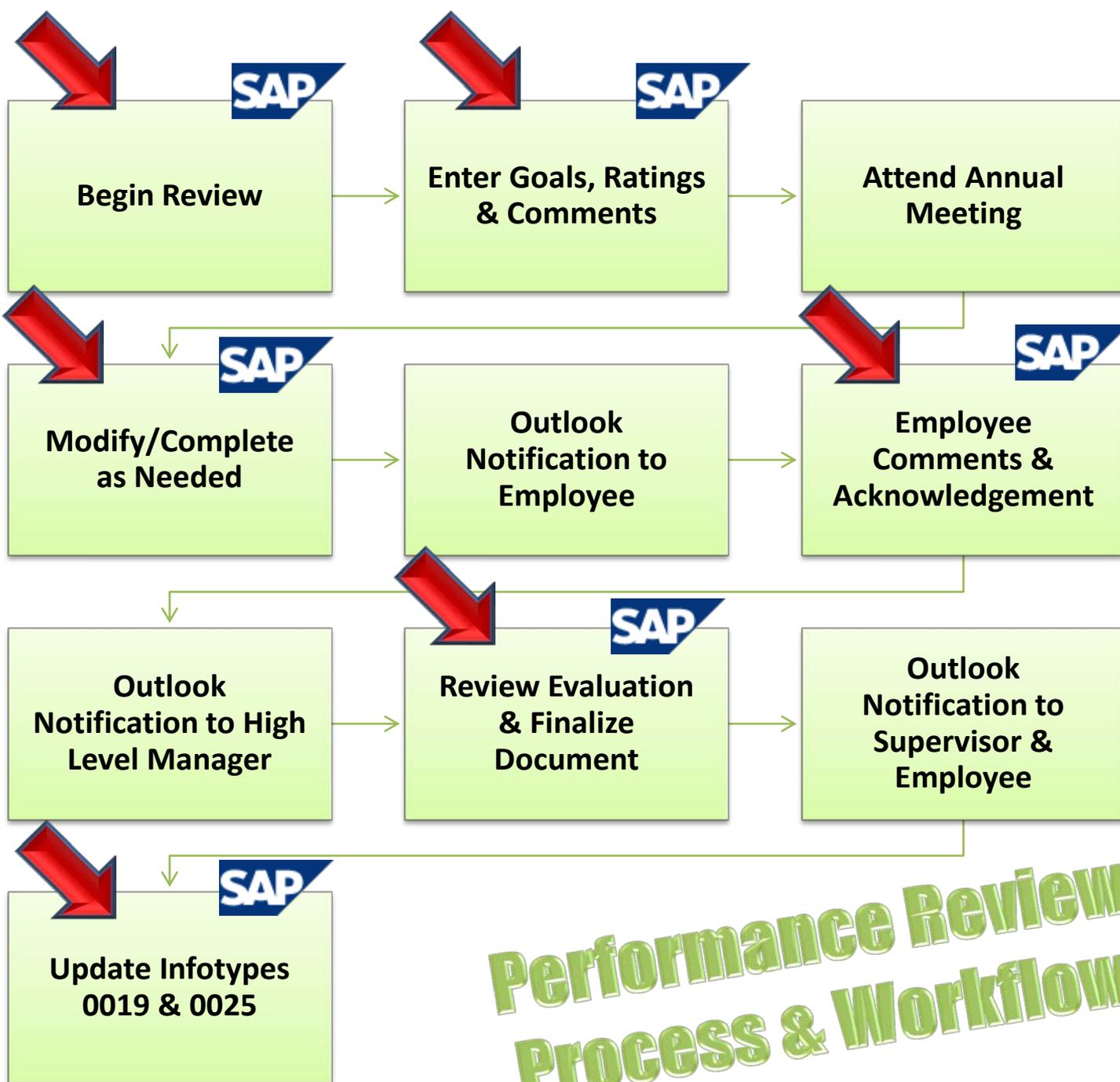
Managing Others

(for Supervisors & Managers)

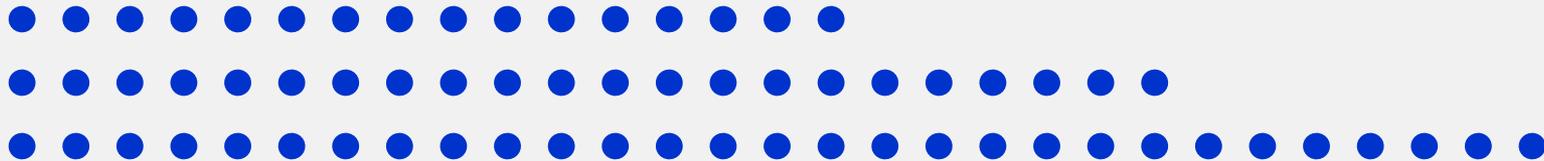
- Decision Making
- Developing Organizational Talent
- Financial and Resource Management
- Leading and Inspiring Others
- Planning and Organizing
- Values and Leverages Diversity



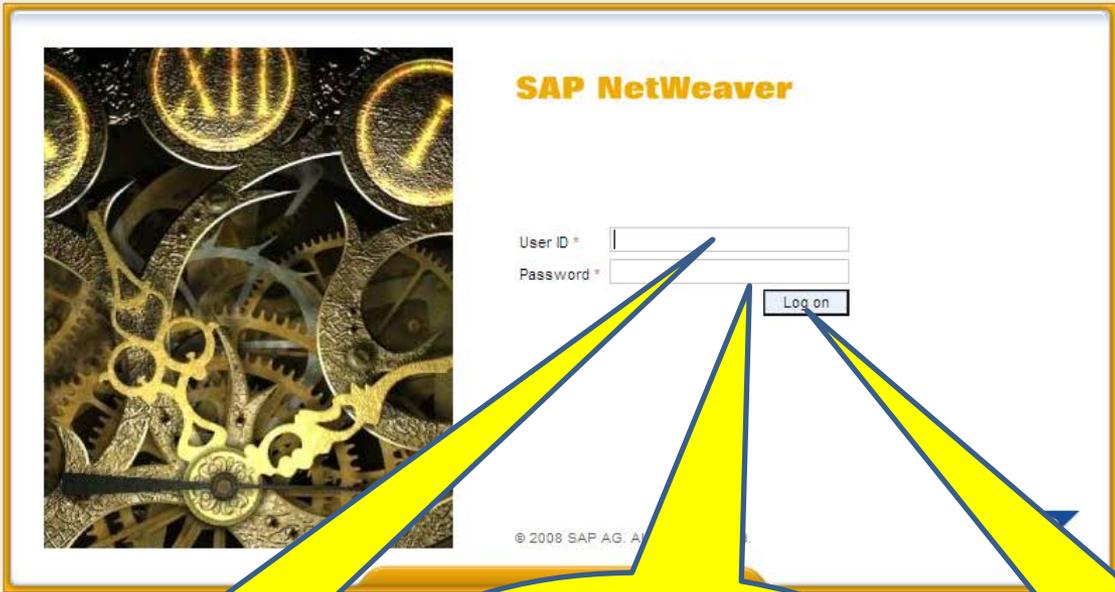




The SAP On-Line Performance Evaluation



Log onto ESS



Enter your USER ID

Enter your Network Password

Click Log On or hit "Enter"



Go to MSS

Record Working Time - SAP NetWeaver Portal - Windows Internet Explorer

https://wcpportalsqvm.admin.washoecounty.us:50001/trj/portal

Welcome LSCHMIDT MGRPERF1

Employee Self Service | **Manager Self-Service** | Home

Record Working Time | Benefits and Payroll | Working Time | Personal Information | Performance Management

Record Working Time | History | Back | Forward

Name: Schmidt Laura K Personnel Number: 00002303

Current Pay Period: 17 Start Date: 8/15/2010 Time Card Type: Z001 - No Cost Assignment
Vacation Leave: 160.07 Hours Sick Leave: 29.00 Hours Comp Leave: 0.00 Hours Holiday Comp: 0.00 Hours Personal Leave: 0.00 Hours

Hide Calendar

June 2010 July 2010 August 2010

Rejected Not Released Excess Time Recorded

Weekly View Daily View

Week from 8/2/2010 to 8/8/2010 Go

Working Times Recorded from Monday, August 2, 2010 to Sunday, August 8, 2010.

Att./abs. type	Wage Type	WWWeek	Int. meas. unit	Total	MO, 08/02	TU, 08/03	WE, 08/04	TH, 08/05	FR, 08/06	SA, 08/07	SU, 08/08
			Plan	40	8	8	8	8	8		
			Act								
Regular Hours ...				0							

Click "Manager Self Service" Tab

View Evaluations Due

Welcome LSCHMIDT pmmgr3 [Help](#) | [Log off](#)

[Search](#) [Advanced Search](#)

[Employee Self Service](#) | [Recruitment](#) | [Manager Self Service](#) | [Home](#)

[Overview](#) | [Service Map](#)

Talent Management [History](#) [Back](#) [Forward](#)

Detailed Navigation

- Talent Management
- Services
- Talent Management
 - [Performance Management](#)
- Portal Favorites

Evaluations Due

February 2013 Dates/Task for All Employees

Date	Event	Name
1/7/2013	Performance Appraisal *	Roehl Daniel F
1/20/2013	Performance Appraisal *	Howard Carrie A
2/6/2013	Performance Appraisal	Roehl Daniel F
2/15/2013	Performance Appraisal *	Franzen Vance O
2/19/2013	Performance Appraisal	Howard Carrie A
3/17/2013	Performance Appraisal	Franzen Vance O

Row 1 of 6

Display Month [Previous](#) | [Next](#)

* Reminder Date

Shows all evaluations due for the selected month

Click "Previous" or "Next" to change the month



Manager Self Service (MSS)

Welcome LSCHMIDT pmmgr3 [Help](#) | [Log off](#)

[Search](#) [Advanced Search](#)

[Employee Self Service](#) | [Recruitment](#) | **Manager Self Service** | [Home](#)

[Overview](#) | [Service Map](#)

Talent Management [History](#) [Back](#) [Forward](#)

Detailed Navigation

- Talent Management
- Services
- Talent Management
 - Performance Management**
- Portal Favorites

Evaluations Due

February 2013 Dates/Task for All Employees

Date	Event	Name
1/7/2013	Performance Appraisa *	Roehl Daniel F
1/20/2013	Performance Appraisa *	Howard Carrie A
2/6/2013	Performance Appraisa	Roehl Daniel F
2/15/2013	Performance Appraisa *	Franzen Vance O
2/19/2013	Performance Appraisa	Howard Carrie A
3/17/2013	Performance Appraisa	Franzen Vance O

Row 1 of 6

Display Month [Previous](#) | [Next](#)

* Reminder Date

Click "Performance Management" to enter your Performance Management dashboard



Manager Self Service Dashboard

Performance Management Back Forward

Employee Documents Help

Close

Status Overview(3) New(0) Planning(0) Performance Review(3) Completed(0)

Show Quick Criteria Maintenance Change Query Define New Query Personalize

View: Standard Filter Settings

Create Edit Display Print Export

Review Status	Next Step	Employee Name	Review Document Name	Period
Performance Review	Employee Review	Simpson Daniel E	Performance Review	02/01/2013
Performance Review	Employee Acknowledgement	Simpson Daniel E	Performance Review	02/12/2013
Performance Review	Manager Close Review	Simpson Daniel E	Performance Review	02/13/2013

Last Refresh 02/14/2013 08:50:26 PST [Refresh](#)



View all Employee Performance Evaluations you have currently in process or completed in the past

View only evaluations you have completed and sent to employees for acknowledgement

View only evaluations you have begun but not released to employees

View only finalized evaluations

Create a new document

Create Multiple

Category ID: Washoe Performance Review

Appraisal Template: Performance Review

Valid From: 02/14/2012 Valid to: 02/13/2013

Appraiser ID	Appraisee ID
00003223	
00009088	
00002384	

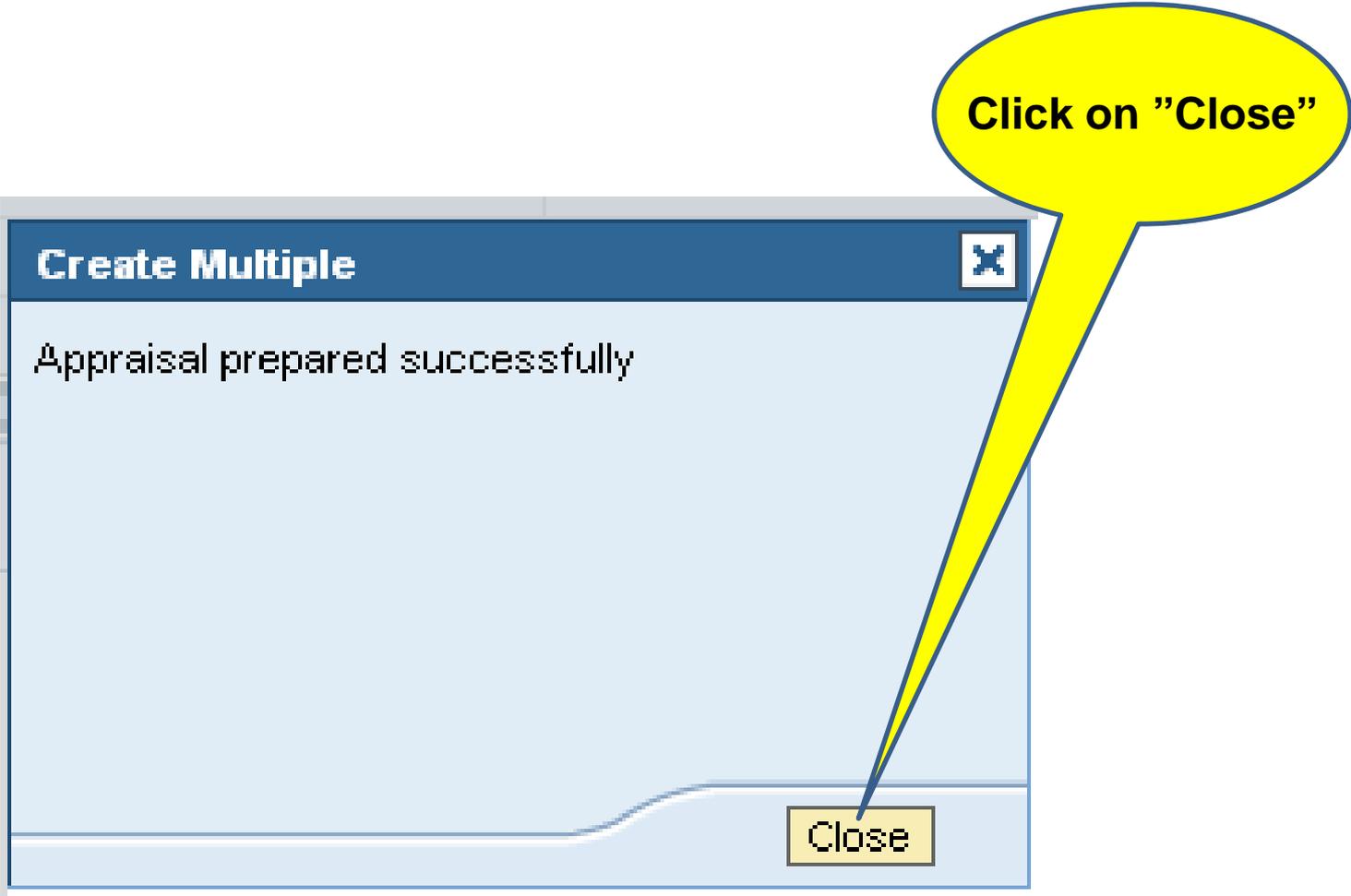
Callout Bubbles:

- Select the employee you are reviewing
- Click "Create" for system to prepare the evaluation document
- Enter review period beginning and end dates
- Click Drop Down Arrow and select Washoe Performance Review
- "Appraisal Template" box will auto-populate

Buttons: Create, Cancel

Navigation: Left arrow, Right arrow

Document created



Complete document creation

Check that all of the information is correct

Make sure you have entered the correct review dates

Click on "Add" to add the High Level Manager

Appraisal Document

Appraisal Document for Simpson Daniel E

Supervisor Completes Review → Employee Acknowledges Review → High Level Manager

Save Attachments (0) Print

Process Description Info

Appraisal Period

The appraisal period is 364 days, from the current position's start date to one year minus one day. Example: Begin date in position of 3/2/12 would have appraisal period of 3/2/12 - 3/1/13.

Pushbuttons above will:

- Save: saves the appraisal without exiting the document
- Attachments: prompts on how to attach supporting documents to the appraisal
- Print: prints the appraisal or emails it as a PDF to another user
- Managers' Toolbox, Job Specifications and Core Competencies: directs you to additional information regarding those topics

How would you like to continue?

Save and Exit Document

Begin Review

Continue

Administrative Data

Washoe Performance Review and Plan: Performance Review

Review Period: 02/14/2012 To: 02/13/2013

Status: New

Manager: * Schmidt Laura K

Employee: * Simpson Daniel E

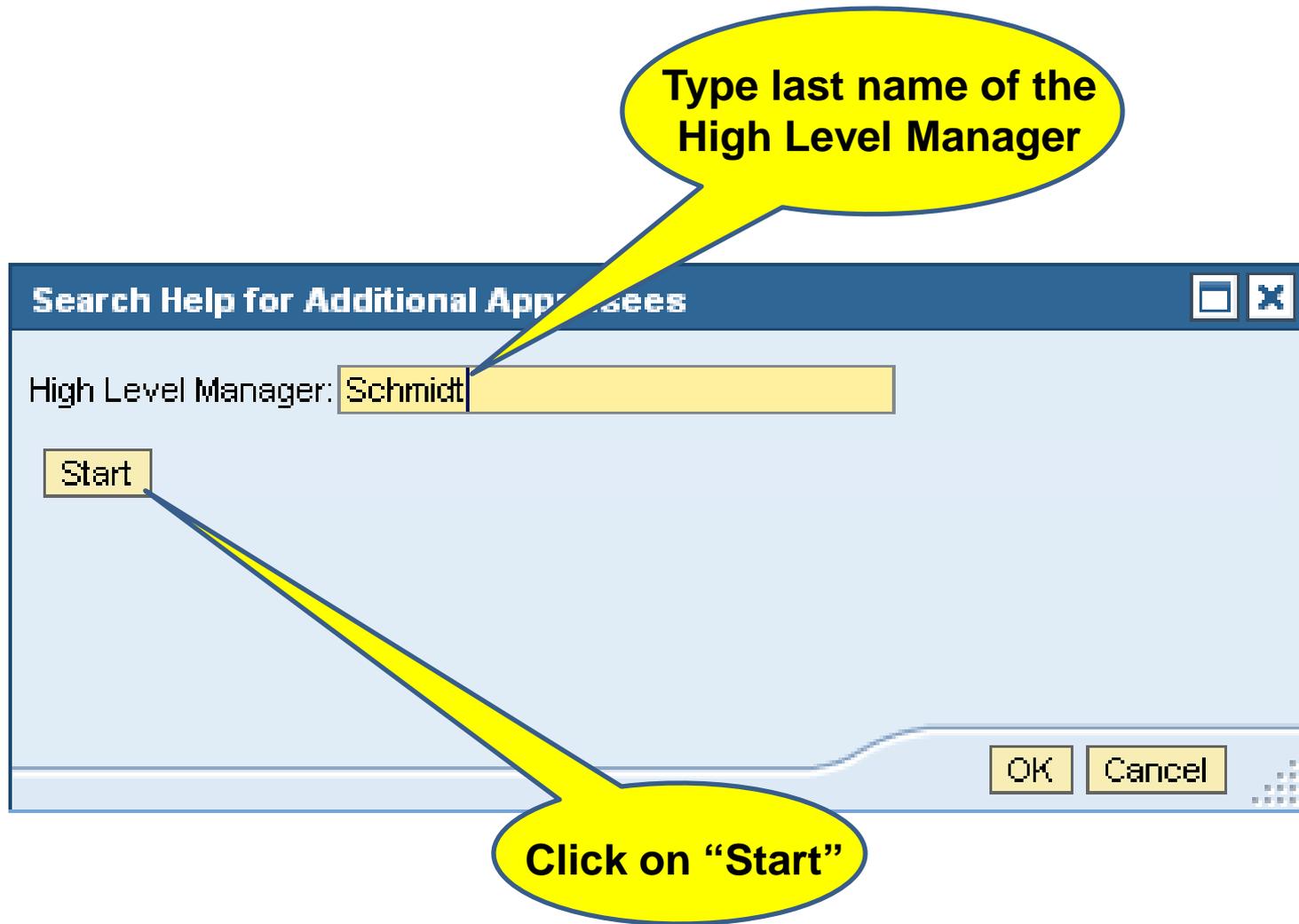
High Level Manager

Add Delete

Further Participants

No participants found

Add High Level Manager



Add High Level Manager

Search Help for Additional Appraisees

High Level Manager:

High Level Manager	
Further Participants	Further P. ID
Schmidt Laura K	00002303

Click "OK"

Select the High Level Manager



Appraisal Document

The screenshot shows a web-based appraisal document interface for Simpson Daniel E. The interface includes a breadcrumb trail: **Supervisor Completes Review** (with a warning icon), **Employee Acknowledges Review**, and **High Level Manager Closes Review**. Below the breadcrumb are buttons for **Save**, **Attachments (0)**, and **Print**. The main content area is divided into two sections: **Process Description** and **Administrative Data**.

Process Description (Info icon):

- Appraisal Period**: The appraisal period is 364 days, from the current position's start date to one year minus one day. Example: Begin date in position of 3/2/12 would have appraisal period of 3/2/12 - 3/1/13.
- Pushbuttons above will:**
 - Save**: saves the appraisal without exiting the document
 - Attachments**: prompts on how to attach supporting documents to the appraisal
 - Print**: prints the appraisal or emails it as a PDF to another user
 - Managers' Toolbox, Job Specifications and Core Competencies**: directs you to additional information regarding those topics

Administrative Data (Info icon):

- Washoe Performance Review and Plan**: Performance Review
- Review Period**: 02/14/2012 To: * 02/13/2013
- Status**: New
- Manager**: * Schmidt Laura K
- Employee**: * Simpson Daniel E (Info icon)
- High Level Manager**: Add Delete
- Further Participants**: Schmidt Laura K

How would you like to continue?

- Save and Exit Document
- Begin Review

Buttons: **Continue**

Callout Boxes:

- Yellow callout pointing to the **Save and Exit Document** radio button: **Click "Save and Exit Document" to return to Manager's Dashboard**
- Yellow callout pointing to the **Begin Review** radio button: **Click "Begin Review" to start employee evaluation**
- Yellow callout pointing to the **Continue** button: **Click "Continue"**
- Yellow callout pointing to the **Administrative Data** section: **Verify all information is correct**

Navigation: **History** | **Back** | **Forward** | **Help**

Appraisal Document

The screenshot shows a web application interface for creating an appraisal document. At the top, there's a title bar 'Appraisal Document' with navigation links for 'History', 'Back', and 'Forward'. Below this is a breadcrumb trail: 'Appraisal Document for Simp'. A status bar indicates 'Supervisor Completes Review' and 'Employee Acknowledges Review'. A message box states: 'Status changed to 'Planning' (next step 'Manager enters goals, ratings, comments')'. A row of pushbuttons includes 'Save', 'Attachments (0)', 'Print', 'Managers' Toolbox', 'Job Specifications', and 'Core Competencies'. The main content area is divided into 'Process Description' and 'Administrative Data'. Under 'Administrative Data', there are tabs for 'Goals & Achievements', 'Core Competencies', 'Managing Others (If Applicable)', 'Comments', and 'Final Rating'. The 'Goals & Achievements' section contains text for supervisor and employee input, along with a note about previous year comments. A list of pushbutton functions is provided: 'Save' (saves without exiting), 'Attachments' (prompts on document attachment), 'Print' (prints or emails as PDF), and 'Managers' Toolbox' (directs to additional information). At the bottom, a section asks 'How would you like to continue?' with radio buttons for 'Save and Exit Document' and 'Send To Employee For Acknowledgement', followed by a 'Continue' button. Two large yellow callouts with blue borders provide additional context: one points to the pushbuttons and another points to the 'Save and Exit Document' option.

Appraisal Document

History Back Forward

Appraisal Document for Simp Help

Supervisor Completes Review Employee Acknowledges Review

Status changed to 'Planning' (next step 'Manager enters goals, ratings, comments')

Save Attachments (0) Print Managers' Toolbox Job Specifications Core Competencies

Process Description Administrative Data

Goals & Achievements Core Competencies Managing Others (If Applicable) Comments Final Rating

Appraisal Period

The appraisal period is 364 days, from the current position's start date to one year minus one day. Example: Begin date in position of 3/2/12 would have appraisal period of 3/2/12 - 3/1/13.

Pushbuttons above will:

- Save: saves the appraisal without exiting the document
- Attachments: prompts on how to attach supporting documents to the appraisal
- Print: prints the appraisal or emails it as a PDF to another user
- Managers' Toolbox, Job Specifications and Core Competencies: directs you to additional information regarding those topics

How would you like to continue?

Save and Exit Document

Send To Employee For Acknowledgement

Continue

“Pushbuttons”

Provides a short description of the Pushbuttons' functionality

Click “Save and Exit Document” to end this session: enables you to re-open and continue at another time

Begin Performance Review: Goals & Achievements

Appraisal Document

Appraisal Document for Simpson Daniel E

Supervisor Completes Review → Employee Acknowledges Review → High Level Manager Closes Review

Status changed to 'Planning' (next step 'Manager enters goals, ratings, comments')

Save Attachments (0) Print Managers' Toolbox Job Specifications Core Competencies

Click "Save"

Click "Core Competencies"

Process Description

Administrative Data

Goals & Achievements Core Competencies Managing Others (If Applicable) Comments Final Rating

Goals & Achievements

Supervisor: Provide feedback on goals and achievements for the employee's review period.

*Note: This box will be populated with the Additional Supervisor Comments from the previous year, if available.

Employee Goals & Achievements:

Provide feedback on accomplishment of goals and other achievements that occurred during the review period

How would you like to continue?

Save and Exit Document

To Employee For

gement

Continue

Washoe County Vision and Values
Our vision is that Washoe County is the best place in the country to live, work, recreate, visit and invest.

- Many Communities, One County
- Teamwork
- Communication
- Transparency



Washoe County, Nevada
**Many Communities.
One County.**

- Quality Public Service
- People
- Accountability
- Professionalism

WASHOE COUNTY CORE COMPETENCIES FOR ALL EMPLOYEES

FUNCTIONAL / TECHNICAL PROFICIENCY

Knowledge, Skills, and Abilities: Demonstrates the required knowledge, skills and abilities to perform the essential functions of the job.

Environmental/Procedural Knowledge: Demonstrates a clear understanding of the work environment and follows the processes, procedures, standards, and regulations required to perform work duties and assignments.

INTERPERSONAL EFFECTIVENESS

Communication: Expresses information correctly, clearly and effectively in writing and speaking. Actively listens; attends to non-verbal cues and uses clarifying questions to ensure understanding. Keeps management informed of decisions. Uses multiple channels to ensure effective communication (email, phone, meetings, memos).

Customer Service: Knows who the customer is. Assesses and understands the needs and expectations of internal and external customers. Handles all interactions promptly. Is responsive, pleasant, professional, courteous, approachable, friendly, and easy to do business with. Manages complaints with tact and respect. Takes ownership of problems to find solutions. Acts as an ambassador of the County in all interactions.



Core Competencies

Employee Document - SAP NetWeaver Portal - Windows Internet Explorer

Appraisal Document

Appraisal Document for Simpson Daniel E

Supervisor Completes Review → Employee Acknowledges Review → High Level Manager Closes Review

Save Attachments (0) Print Managers' Toolbox Job Specifications Core Competencies

Process Description Info

Appraisal Period
The appraisal period is 364 days, from the current position's start date to one year minus one day. Example: Begin date in position of 3/2/12 would have appraisal period of 3/2/12 - 3/1/13.

Pushbuttons above will:

- Save: saves the appraisal without exiting the document
- Attachments: prompts on how to attach supporting documents to the appraisal
- Print: prints the appraisal or emails it as a PDF to another user
- Managers' Toolbox, Job Specifications and Core Competencies: directs you to additional information regarding those topics

How would you like to continue?

Save and Exit Document

Send To Employee For Acknowledgement

Continue

Administrative Data

Goals & Achievements **Core Competencies** Managing Others (If Applicable)

Core Competencies
Supervisor: Rate proficiency in each competency and provide specific examples, as appropriate.

Functional/Technical Proficiency Add

- **Job Knowledge, Skills & Abilities**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
- **Organizational/Departmental Knowledge**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
- **Interpersonal Effectiveness** Add
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
- **Communication**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
- **Customer Service**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
- **Personal Relationships**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
- **Organizational Systems Awareness** Add
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
- **Action and Results**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate

Value Description

Value Description: (Supervisor Rating)	
Evaluation	Value Description
Exceeds Requirements	Performance is consistently exceptional. This person is a role model for this competency.
Meets Requirements	Performance meets and periodically exceeds expectations. This person is a strong contributor.
Needs Improvement	Performance does not consistently meet reasonable expectations and standards. Steps must be taken to improve in this area.
Inexperienced/Can't Rate	Performance in this area is unknown or untested. This person needs the opportunity to demonstrate ability.

Close

Click "Close"

Core Competencies

Employee Document - SAP NetWeaver Portal - Windows Internet Explorer

Appraisal Document

Appraisal Document for Simpson Daniel E

Supervisor Completes Review → Employee Acknowledges Review → High Level Manager Closes Review

Save Attachments (0) Print Managers' Toolbox Job Specifications Core Competencies

Process Description

Info

Appraisal Period
The appraisal period is 364 days, from the current position's start date to one year minus one day. Example: Begin date in position of 3/2/12 would have appraisal period of 3/2/12 - 3/1/13.

Pushbuttons above will:
• Save: saves the appraisal without exiting the document
• Attachments: prompts on how to attach supporting documents to the appraisal
• Print: prints the appraisal or emails it as a PDF to another user
• Managers' Toolbox, Job Specifications and Core Competencies: directs you to additional information regarding those topics

How would you like to continue?
 Save and Exit Document
 Send To Employee For Acknowledgement

Continue

Administrative Data

Goals & Achievements Core Competencies Managing Others (If Applicable) Comments Final Rating

Core Competencies

Supervisor: Rate proficiency in each competency and provide specific examples, as appropriate.

Functional/Technical Proficiency

Add

- Job Knowledge, Skills & Abilities**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
- Organizational/Departmental Knowledge**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate

Comments **Delete**

Supervisor Comments:

- Interpersonal Effectiveness** **Add**
- Communication**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
- Customer Service**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
- Personal Relationships**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
- Teamwork**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate

Click "Add" to open a comments box for each competency family

Provide comments for your ratings as needed

Core Competencies

Employee Document - SAP NetWeaver Portal - Windows Internet Explorer

Appraisal Document

• **Customer Service**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate

• **Personal Relationships**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate

• **Teamwork**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate

Organizational Systems Awareness

• **Action and Results**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate [Value Description](#)

• **County Knowledge**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate [Value Description](#)

• **Ethics and Integrity**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate [Value Description](#)

• **Quality Improvement**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate [Value Description](#)

• **Professional Development**

• **Flexibility**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate [Value Description](#)

• **Reliability**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate [Value Description](#)

• **Continuous Learning**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate [Value Description](#)

Additional Competencies

Scroll to bottom of page to add additional competencies that are unique to your department

Click "Add" to add your own



Core Competencies

Employee Document - SAP NetWeaver Portal - Windows Internet Explorer

Appraisal Document

- **Teamwork**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
 [Value Description](#)
- **Organizational Systems Awareness**
- **Action and Results**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
 [Value Description](#)
- **County Knowledge**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
 [Value Description](#)
- **Ethics and Integrity**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
 [Value Description](#)
- **Quality Improvement**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
 [Value Description](#)
- **Development**
- **Continuous Learning**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
 [Value Description](#)
- **Additional Competencies**
- **Additional Competency**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
 [Value Description](#)

Competency Description and Comments:

Navigation:

Type a description of the competency and any applicable comments

Provide a rating for the added competency

Core Competencies: Supervisors/Managers

Click "Save"

Click "Managing Others" to Click "Comments" Tabs and Above only

Rate and provide comments as with Core Competencies on previous Tab

Employee Document - SAP NetWeaver HR

Appraisal Document

Appraisal Document for Simpson Daniel E

Supervisor Completes Review Employee Acknowledges Review High Level Manager

Save Attachments (0) Print Managers' Toolbox Job Specifications Core Competencies

Process Description

Administrative Data

Goals & Achievements Core Competencies Managing Others (If Applicable) Comments Final Rating

Managing Others (If Applicable) Add

- Decision Making**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
[Value Description](#)
- Developing Organizational Talent**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
[Value Description](#)
- Financial and Resource Management**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
[Value Description](#)
- Leading and Inspiring Others**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
[Value Description](#)
- Planning and Organizing**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
[Value Description](#)
- Values and Leverages Diversity**
Supervisor Rating:
No value Exceeds Requirements Meets Requirements Needs Improvement Inexperienced/Can't Rate
[Value Description](#)

Comments Delete

Supervisor Comments:

Continue

Supervisor Comments

The screenshot displays the 'Appraisal Document' interface in a web browser. The page title is 'Appraisal Document for [Employee Name]'. A navigation bar at the top includes 'Save', 'Attachments (0)', 'Print', 'Managers' Toolbox', 'Job Specifications', and 'Core Competencies'. The main content area is divided into 'Process Description' and 'Administrative Data'. The 'Administrative Data' section has tabs for 'Goals & Achievements', 'Core Competencies', 'Managing Others (If Applicable)', 'Comments', and 'Final Rating'. The 'Comments' tab is active, showing a text area for 'Additional Supervisor Comments' and a text area for 'Employee Comments'. Below these are several questions with radio button options for 'No', 'value', 'Yes', and 'No'. A yellow callout bubble points to the 'Save' button with the text 'Click "Save"'. Another yellow callout bubble points to the 'Final Rating' tab with the text 'Click "Final Rating" Tab'. A third yellow callout bubble points to the 'Additional Supervisor Comments' text area with the text 'Add additional comments for this review period and any known goals for next review period'. The browser window title is 'Employee Document - SAP NetWeaver Portal - Windows Internet Explorer'. The browser address bar shows 'History Back Forward'. The browser status bar shows 'Employee Document - SAP NetWeaver Portal - Windows Internet Explorer'. The browser window has standard Windows controls (minimize, maximize, close) in the top right corner. The browser window has standard Windows controls (minimize, maximize, close) in the top right corner. The browser window has standard Windows controls (minimize, maximize, close) in the top right corner.

Click "Save"

Click "Final Rating" Tab

Add additional comments for this review period and any known goals for next review period

Final Rating

Employee Document - SAP NetWeaver Portal - Windows Internet Explorer

Appraisal Document

Appraisal Document for Simpson Daniel E

Supervisor Completes Review → Employee Acknowledges Review → High Level Manager Feedback

Save Attachments (0) Print Managers' Toolbox Job Specifications Core Competencies

Process Description

Appraisal Period
The appraisal period is 364 days, from the current position's start date to one year minus one day. Example: Begin date in position of 3/2/12 would have appraisal period of 3/2/12 - 3/1/13.

Pushbuttons above will:
•Save: saves the appraisal without exiting the document
•Attachments: prompts on how to attach supporting documents to the appraisal
•Print: prints the appraisal or emails it as a PDF to another user
•Managers' Toolbox, Job Specifications and Core Competencies: directs you to additional information regarding those topics

How would you like to continue?
 Save and Exit Document
 Send To Employee For Acknowledgement

Continue

Administrative Data

Goals & Achievements (tab) Feedback (tab) Comments (tab) **Final Rating (tab)**

Supervisor: Provide an overall rating for the Employee for the review period.

High Level Manager: Provide additional feedback to the Employee.

Final Review:
Select a value * Exceeds Expectations * Meets Expectations * Below Expectations *

[Value Description](#)

Comments
High Level Manager Feedback:

Final Rating

The screenshot shows a software interface for an appraisal document. A pop-up window titled "Value Description" is open, displaying a table with three rows: "Exceeds Expectations", "Meets Expectations", and "Below Expectations". Each row has a corresponding "Value Description" text. A yellow callout bubble with the text "Click 'Close'" points to the "Close" button at the bottom right of the pop-up window. The background interface includes a "Process Description" section with an "Appraisal Period" description, a list of pushbuttons (Save, Attachments, Print, Managers' Toolbox), and a "How would you like to continue?" section with radio button options. Navigation arrows are visible at the bottom of the screen.

Appraisal Document

Appraisal Document for Bo

Supervisor Completes Review Employee Ackn

Save Attachments (0) Print Managers' Toolbox

Process Description

Appraisal Period

The appraisal period is 364 days, from the current position's start date to one year minus one day. Example: Begin date in position of 3/2/12 would have appraisal period of 3/2/12 - 3/1/13.

Pushbuttons above will:

- Save: saves the appraisal without exiting the document
- Attachments: prompts on how to attach supporting documents to the appraisal
- Print: prints the appraisal or emails it as a PDF to another user
- Managers' Toolbox, Job Specifications and Core Competencies: directs you to additional information regarding those topics

How would you like to continue?

- Save and Exit Document
- Send To Employee For Acknowledgement

Value Description

Value Description: (Final Review)	
Evaluation	Value Description
Exceeds Expectations	Goals achieved. Performance consistently above requirements. Demonstrated all requisite skills and a willingness to continuously improve self and work processes.
Meets Expectations	Achieved goals. Demonstrated requisite skills, knowledge and abilities and applied them to achieve goals. Performance consistently aligned with the requirements of the position.
Below Expectations	Achieved some goals, but missed significant others. Demonstrated some requisite skills, knowledge and abilities but lacks significant others. Performance below accepted levels for the time in the position.

Click "Close"

Final Rating

Employee Document - SAP NetWeaver Portal - Windows Internet Explorer

Appraisal Document

Appraisal Document for Simpson Daniel E

Supervisor Completes Review → Employee Acknowledges Review → High Level Manager Closes Review

Save Attachments (0) Print Managers' Toolbox Job Specifications Core Competencies

Process Description

Appraisal Period
The appraisal period is 364 days, from the current position start date to one year minus one day. Example: Begin date in position of 3/2/12 would have appraisal period of 3/2/12 - 3/1/13.

Pushbuttons above will:

- Save: saves the appraisal when exiting the document
- Attachments: prompts on how to attach supporting documents to the appraisal
- Print: prints the appraisal or emails it as a PDF to another user
- Managers' Toolbox, Job Specifications and Core Competencies: directs you to additional information regarding those topics

How would you like to continue?

Save and Exit Document
 Send To Employee For Acknowledgement

Continue

Administrative Data

Goals & Achievements Core Competencies Managing Others (If Applicable) Comments **Final Rating**

Supervisor: Provide an overall rating for the Employee for the review period.
High Level Manager: Provide additional feedback to the Employee.
Final Review:
Select a value * Exceeds Expectations * Meets Expectations * Below Expectations *

Value Description

Comments
High Level Manager Feedback:



Share Review

Click "Print" to print out or print to a PDF for sharing

Employee Document - SAP NetWeaver Portal - Windows Internet Explorer

Appraisal Document

Appraisal Document for Simpson

Supervisor Completes Review → Employee Acknowledges Review → High Level Manager Closes Review

Save Attachments (0) Print Managers' Toolbox Job Specifications Core Competencies

Process Description

Appraisal Period
The appraisal period is 364 days, from the current position's start date to one year minus one day. Example: Begin date in position of 3/2/12 would have appraisal period of 3/2/12 - 3/1/13.

Pushbuttons above will:
• Save: saves the appraisal without exiting the document
• Attachments: prompts on how to attach supporting documents to the appraisal
• Print: prints the appraisal or emails it as a PDF to another user
• Managers' Toolbox, Job Specifications and Core Competencies: directs you to additional information regarding those topics

Administrative Data

Goals & Achievements Core Competencies Managing Others (If Applicable) Comments **Final Rating**

Supervisor: Provide an overall rating for the Employee for the review period.
High Level Manager: Provide additional feedback to the Employee.
Final Review:
Select a value * Exceeds Expectations * Meets Expectations * Below Expectations *
[Value Description](#)

Comments

High Level Manager Feedback:

How would you like to continue?

Save and Exit Document
 Send To Employee For Acknowledgement

Continue

Click "Save and Exit Document" and schedule a meeting with the employee to discuss the review.

Click "Continue"



Send for Employee Acknowledgement

The screenshot displays the SAP NetWeaver Portal interface for an Appraisal Document. The browser title is "Employee Document - SAP NetWeaver Portal - Windows Internet Explorer". The page title is "Appraisal Document". The main content area is titled "Appraisal Document for" and includes a progress bar with "Supervisor Completes Review" and "Manager Closes Review" stages. Below the progress bar are buttons for "Save", "Attachments (0)", "Print", "Managers' Toolbox", "Job Specifications", and "Core Competencies".

The "Process Description" section contains an "Appraisal Period" description and a list of pushbutton functions:

- Save: saves the appraisal without exiting the document
- Attachments: prompts on how to attach supporting documents to the appraisal
- Print: prints the appraisal or emails it as a PDF to another user
- Managers' Toolbox, Job Specifications and Core Competencies: directs you to additional information regarding those topics

The "Administrative Data" section includes tabs for "Goals & Achievements", "Core Competencies", "Managing Others (If Applicable)", "Comments", and "Final Rating". The "Goals & Achievements" section contains a supervisor's note and a text box with the following content:

Supervisor: Provide feedback on goals and achievements for the employee's review period.

*Note: This box will be populated with the Additional Supervisor Comments from the previous year, if available.

Employee Goals & Achievements:

Dan headed up the project team to implement the re-designed SAP-Performance Management process. The project came in on time and on budget. Rollout has begun and is expected to be completed by year end.

At the bottom, the "How would you like to continue?" section has two radio button options:

- Save and Exit Document
- Send To Employee For Acknowledgement

A "Continue" button is located below the "Send To Employee For Acknowledgement" option.

Four yellow callout boxes provide instructions:

- "Click 'Save'" points to the Save button.
- "After meeting make any changes" points to the text box in the Goals & Achievements section.
- "Click 'Send to Employee For Acknowledgement'" points to the second radio button option.
- "Click 'Continue'" points to the Continue button.

Navigation arrows are present at the bottom left and bottom right of the page.

Manager Self Service Dashboard

Performance Management | History Back Forward

Employee Documents

Close

Status Overview(3) New(0) Planning(0) Performance Review(3) Completed(0)

Show Quick Criteria Maintenance [Change Query](#) [Define New Query](#) [Personalize](#)

View: Standard Create Edit Display Delete Export Filter Settings

Review Status	Next Step	Employee Name	Review Document Name	Period
Performance Review	Employee Acknowledgement	Simpson Daniel E	Performance Review	02/01/2013
Performance Review	Employee Acknowledgement	Simpson Daniel E	Performance Review	02/12/2013
Performance Review	High Level Manager Close Review	Simpson Daniel E	Performance Review	02/18/2013

Last Refresh 02/14/2013 08:50:26 PST [Refresh](#)



Click "Close"
and log off

Performance Review now shows
Employee Acknowledgement as
"Next Step"

After employee acknowledges,
Review will show "Next Step"
as High Level Manager Review

Rest of the Process

- Employee receives email to acknowledge review
- Logs on to ESS and selects Performance Management and current Review
- Reviews document & any attachments
- Adds comments on Comments Tab and attachments if desired
- Answers ALL mandatory questions on Comments Tab
- Clicks “I Acknowledge This Review” and sends to High Level Manager for final review and completion of process



Additional Information Available

- To view eBook on Employee Acknowledgement of Performance Review click here:
[Employee Acknowledgement eBook](#)
- To view eBook on High Level Manager Acknowledgement of Performance Review click here:
[High Level Manager Acknowledgement eBook](#)
- To view SAP User Procedures for these topics or for Performance Management Reports and Miscellaneous Procedures click here:
[Performance Management User Procedures](#)



Need Assistance?



Email your question to Kathy Hart at

khart@washoecounty.us

or

Call 328-2093

