

PeopleSoft ePerformance Implementation Tips

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Introduction

Getting started with the PeopleSoft ePerformance deployment requires a thorough understanding of your corporate objectives and culture, current HRMS infrastructure, and performance management processes.

WorkStrategy has developed this PeopleSoft implementation “tips” document to provide customers with a guide for building a cohesive strategy, appropriately skilled team and feasible project plan.

Performance management technology projects almost always involve breaking down corporate philosophies and core values into quantifiable goals and objectives – and even further into job-related targets and competencies. The initial team configuration, roll-out strategy (change management), and process complexity will impact the scope and recommended implementation approach.

PeopleSoft ePerformance Implementation Roadmap

Implementing PeopleSoft’s ePerformance application is a three-step initiative:

1. **Strategy & Process Improvement** – analysis of HR’s strategic vision for performance management and review of the existing plan design
2. **Table Configuration & Customization** – mapping and configuration of your organization’s performance management process to the ePerformance application
3. **Training & Change Management** – workforce preparation through training and change management support for human resources staff, management, and employees

Because PeopleSoft ePerformance has been designed to be extremely flexible to implement and manage, it can be challenging to come up with one direct approach whereby all constituents are satisfied. Based upon our experience with various organizations across the U.S., we suggest a phased approach that produces immediate results.

Following is a step-by-step guide for getting started with your ePerformance project.

ePerformance Planning & Process Analysis	1. Assess functional project objectives
	2. Identify stakeholder and issue escalation resources
	3. Build project case study/cost justification
	4. Assemble HR, field, and IT resource representatives
	5. Review performance plan design
	6. Build implementation schedule and milestones
	7. Establish power user, end-user, and casual user communities
	8. Define training and roll-out programs
	9. Identify any necessary workforce change management needs
ePerformance Fit/Gap Analysis	10. Perform comprehensive application fit/gap analysis
	11. Performance process design (current and future)
	a. Annual (or bi-annual)
	b. Anniversary-based
	c. Special events (probation, MBO)
	d. Multi-rater evaluation
	e. 360 ^o feedback
	12. Communication strategy
	13. User roles, responsibilities
14. PeopleSoft function integration: competencies, compensation, and learning management	
15. 3 rd party benchmarking integration	
16. Reporting and analysis	
ePerformance Table Configuration & Customization	17. Define application configuration requirements
	a. Document structure
	b. Related measurement criteria and evaluation standards
	c. Text catalogs
	d. Approval and notification process flows
	18. Complete ePerformance application configuration and integration
	19. Test performance process workstreams
	a. By group (business unit, department)
b. By event (anniversary, focal merit, MBO, other)	
c. By role (manager, HR, employee)	
ePerformance Training & Change Management	20. Establish user acceptance test criteria/teams
	21. Build end-user training modules

ePerformance Planning & Process Analysis

Conducting an appropriate amount of process and plan analysis up front will ease the strain on the project team – and the budget. In fact, many implementation techniques stress the benefits of using “conference room” sessions with functional users and stakeholders. This is especially true for customers contemplating ePerformance. While ePerformance delivers extensive flexibility to administrators and the human resources team, the unique aspects of your culture will drive direction, scope, and schedule.

Most organizations share the following goals when contemplating the implementation of PeopleSoft’s ePerformance:

- Improve organizational communication
- Increase evaluation efficiency (speed, accuracy, and process enablers)
- Track top and low performers, and remedy results
- Transfer knowledge gained to other HR functions (recruiting & training)
- Generate executive level data analysis (performance analytics)
- Analyze gathered data against industry averages or expert benchmarks
- Track competencies throughout the organization and compare to future business demands
- Create an inventory of skills and design succession plans

Prior to launching the project, organizations should invest time assessing their existing “performance management” processes, and documenting any future requirements. This pre-implementation process analysis will enable the team to properly define and organize the performance plans, maximize the application’s functionality and streamline the flow of information.

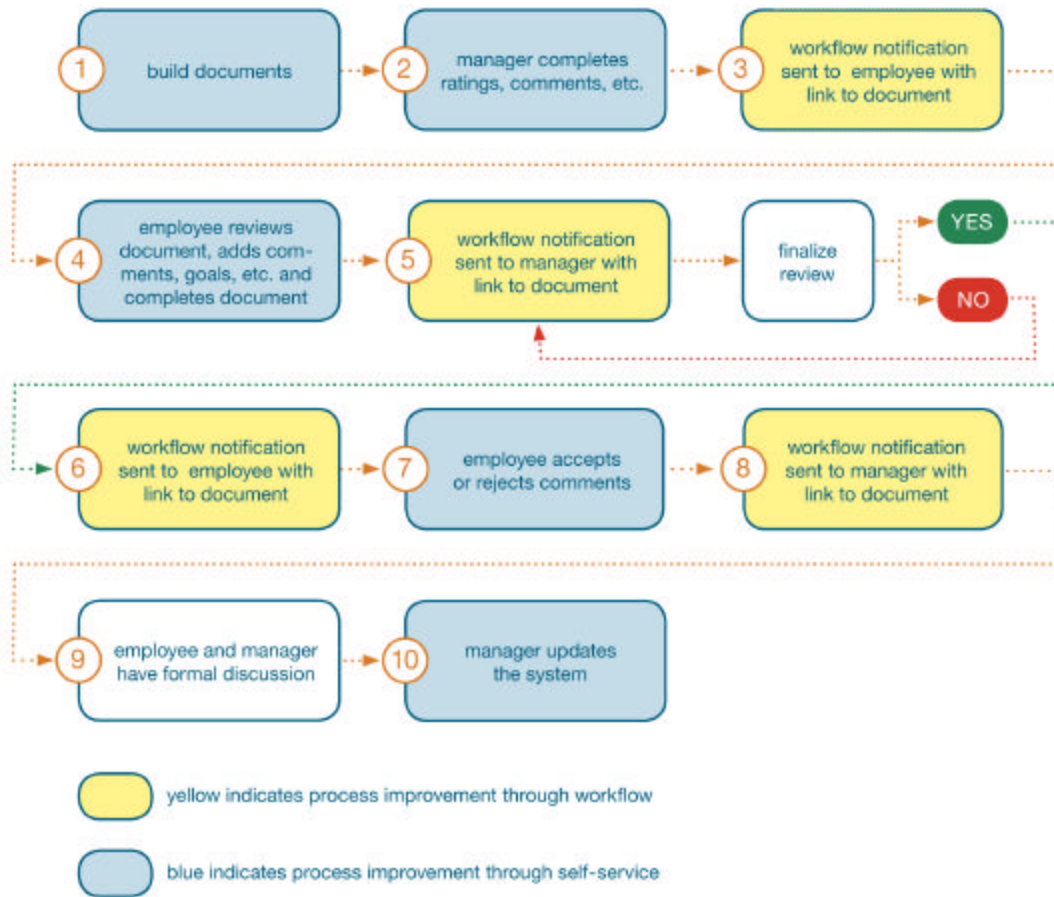
A typical performance management process includes:

- Preparing for performance review
- Conducting manager-direct report evaluation
- Documenting/archiving performance discussions
- Developing individual performance improvement plans
- Standardizing performance rating scales
- Designing online review “forms”
- Notifying manager of upcoming or late reviews
- Modeling compensation scenarios
- Forwarding merit increases for approval and processing
- Assessing overall status of organizational performance

The fit/gap analysis can be used to: identify steps or bottlenecks that can be automated via HCM technology workflow (highlighted in yellow), target areas where paper administration can be

eliminated or reduced, and identify manual data entry points that can be reduced via self-service (highlighted in blue).

The graphic below illustrates how the PeopleSoft ePerformance application can be used to dramatically improve the performance assessment process.



ePerformance Fit/Gap Analysis

The human resources team will provide valuable input during the fit/gap analysis. Primary areas of focus may include: current process design, opportunities for process improvement, core and job-specific measurement criteria, anticipated performance plan changes, acceptance testing, and final roll-out considerations (change management).

The following are suggested tips for assessing HR-related processes and/or functions:

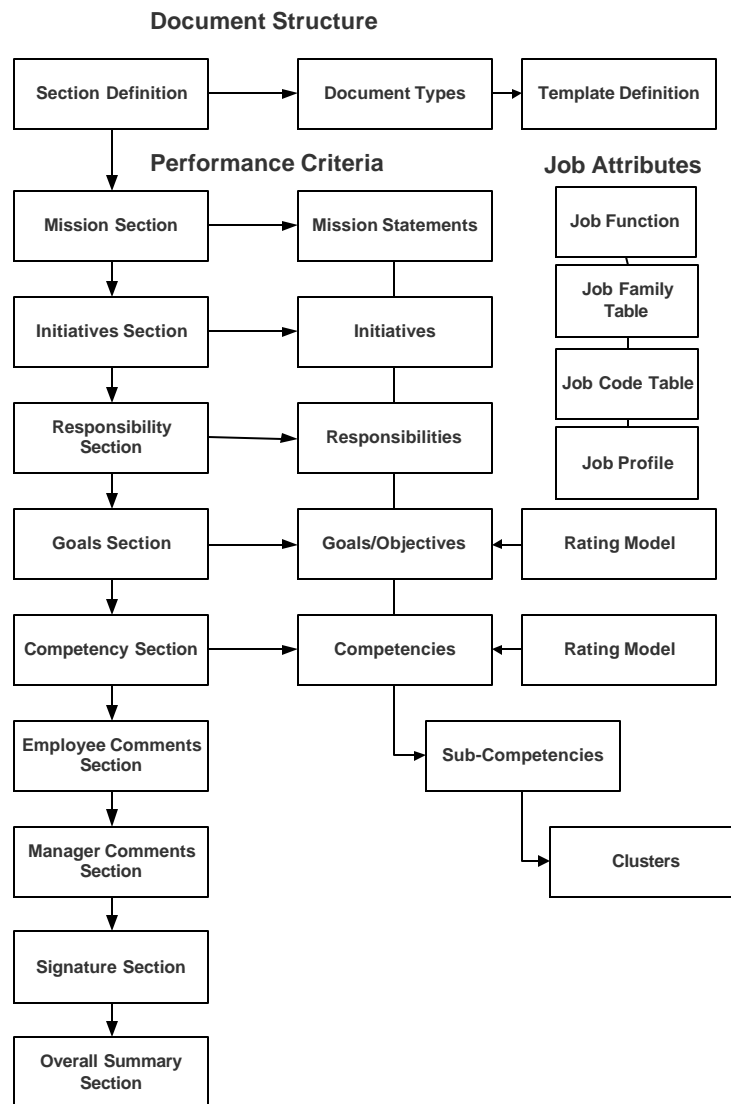
1. Review organizational goals to identify strategic performance expectations such as profitability, quality, delivery, or customer satisfaction. *Example:* increase divisional revenue by 25%, produce 10,000 additional units over previous quarters.
2. Define expectations by business unit or organizational entity keeping in mind inter-divisional collaboration. Individual goals should be linked to higher level organizational goals. *Example:* service department to increase customer retention level by 5% to 98.6%, manufacturing plant ABC reduce total COGS by 15%.
3. Build “core” enterprise and job-related characteristics for each associate in the workforce. Use the SMART technique: specific, measurable, acceptable, realistic, and time-bound. *Examples:* core characteristics would be: “quality assurance”, “customer care”, job-related characteristics would be: “maintain product deficiencies to 1% PPM”, “maintain call queue time to less than one minute”.
4. Assign weightings to each measurement by importance for the organizational entity. *Example:* call center representative is evaluated based on customer satisfaction (60%), call documentation (20%), and level-2 analysis (20%).
5. Create performance benchmark standards for results measurement: “exceeds expectations”, “meets expectations”, etc. *Example:* 5.0 = outstanding (role model), 4.0 = exceeds expectations, 3.0 = meets expectations.
6. Design evaluation tools (paper document or online forms) to measure performance goals at all levels of the organization. Important: verbiage should reflect organizational communication strategy. *Example:* Online document may mimic existing hardcopy format: statement of overall organizational goals, business unit objectives, and individual performance measurements.
7. Establish “role-based” staff responsibilities for the performance process – business unit leader, manager, employee, administrator, etc. *Example:* HR creates performance documents, managers schedule reviews, employees complete self-evaluations, senior management approves exceptions.
8. Clearly define how technology is used to support business process, such as supervisor-direct report appraisal, feedback exchange, approval workflow steps, and staff development recommendations. *Example:* HR generates online evaluations; manager submits “in guideline” compensation changes online, “out of guideline” requests are flagged, second-level approval forwarded via automated workflow.

- Documentation of results and next steps. *Example:* during manager-direct report evaluation, manager determines training required to move employee to the next level, and approves and documents course attendance.

ePerformance Table Structure Configuration & Customization

Performing an adequate amount of analysis up-front can be helpful in gathering the necessary plan and organizational data required for the ePerformance tables. The information collected during the planning and fit/gap analysis will feed directly into this phase. Building the foundation and core application tables accurately – and in proper sequence – will be critical to the success of the project.

ePerformance uses an electronic web-based “document” at the center of its technology. Below is a high-level list of tables that are used to create the final performance document for managers, employees, or HR staff members.



ePerformance Functionality

This is an example of the online performance review document. This form allows managers and employees to review, update, and document evaluation results and comments.

Descriptions of specific goals are clearly shown – allowing the manager to then rate the individual employee’s achievement of each objective.

Maintain Performance Document
Cynthia Adams
The document status is Completed.

Performance Document	
Document Type: Performance Review	Document ID: 300
Author Type: Manager	Template ID: K0ME2001
Author: Betty Locherty	Employee ID: KU0101
Begin Date: 01/01/2001	Due Date: 12/31/2001
End Date: 12/31/2001	Document Status: Complete
Job Title: Officer-Loan	Approval Status: Not Required

[Expand All Sections](#) [Collapse All Sections](#)

Employee Goals

Goal 1: Increase customer satisfaction by 10%

Description: Increase customer satisfaction by 10% by year end.
Measurement: Based upon customer satisfaction surveys received by the end of Q4.
Rating: Exceeds Expectations **Rating Points:** 8
[Development Tips](#)

Goal 2: Increase Cash Reserves

Description: Increase current year cash reserves by 10%.
Measurement: Based upon year end financial results compared to previous year.
Rating: Company Maker **Rating Points:** 10
[Development Tips](#)

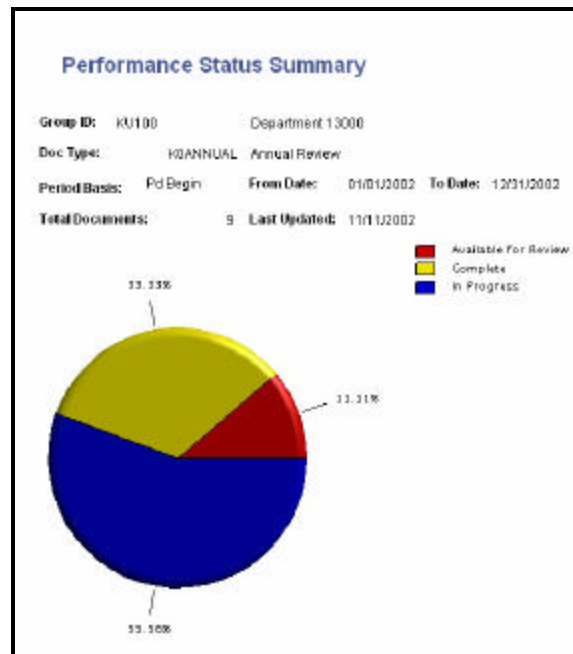
Goals Summary

Summary Rating: Company Maker **Rating Points:** 18

Responsibilities

This online Performance Status Summary snapshot includes a graphical representation of the organization’s current progress.


This reporting functionality enables HR and managers to access up-to-date organizational performance data – helping supervisors evaluate and forecast future needs.



From the manager self-service performance management home page, supervisors can:


- create performance documents for all their direct reports or an individual employee
- maintain performance documents
- approve or forward documents to another manager

Performance Management Home




Performance Documents
Create, update and approve Performance Documents for your employees.

[Create performance documents for your direct reports](#)
[Create performance documents for a group of employees](#)
[Maintain performance documents](#)
[View performance history](#)
[Approve performance document](#)
[View approval status](#)



Preliminary Ratings and Notes
Quickly enter preliminary ratings and performance notes for planning purposes.

[Preliminary ratings](#)
[Performance notes](#)



Manage Performance Documents
Perform routine administrative tasks on performance documents that you own.

[Transfer a document to another manager](#)
[Change the due date on a document](#)
[Change the status of a document](#)
[Cancel a performance document](#)

Users can select and/or configure ePerformance email notifications triggered to improve performance management processes and communicate changes in the employee's performance appraisal status.

General Settings

Last Document ID:

Allow Language Override

Debug Options

 Debug Rating Calculations

Configure e-Mail Notifications

- Manager document was created by HR (Recipient is Manager)
- Employee personal document was created (Recipient is Employee)
- Employee completed personal document (Recipient is Manager)
- Manager sent personal document back for rework (Recipient is Employee)
- Manager marked document available for review (Recipient is Employee)
- Manager requested acknowledgement of review (Recipient is Employee)
- Employee acknowledged review was held (Recipient is Manager)
- Due-date of document was changed (Recipient is Manager or Employee)
- HR reset status of Manager document (Recipient is Manager)
- Ownership of document was transferred (Recipient is new owner)

Configure Document Selection Page - Displayed Fields

<input checked="" type="checkbox"/> Begin Date	<input checked="" type="checkbox"/> Author Type
<input checked="" type="checkbox"/> End Date	<input checked="" type="checkbox"/> Author Status
<input checked="" type="checkbox"/> Document Type	<input checked="" type="checkbox"/> Employee Job Title
<input checked="" type="checkbox"/> Document Status	

Save
Notify

Glossary of Performance Management Terms

Performance Appraisal Documents

Many organizations still use “paper-based” employee evaluations to formalize communication between the manager and direct reports. While some companies generate performance appraisals via spreadsheet or word processing tools – calculations of evaluation criteria, weightings, and overall job results are not necessarily automated for reporting and analysis.

Completed evaluations are usually filed in the employee’s personnel folder in the Human Resources department with any recommendations for compensation adjustments. This is a great place to start during the fit/gap analysis or project assessment phase.

PeopleSoft also uses the term “document” to refer to the new online performance evaluation form. It is a flexible template that can be configured for groups of employees that are measured or evaluated in similar fashion. For example, sales staff, call center helpdesk representatives, or administration can be evaluated on similar criteria.

Results

These are usually the final and specific outputs desired from the organization, group or employee. Results are often expressed as products or services for internal or external customers, but not always. They may be measured in terms of financial accomplishments, impact on a community, etc.

Measures

Measures provide specific information used to assess the extent of accomplishment of results. Measurements are typically expressed in terms of time, quantity, quality or cost.

Job Descriptions

A job is a collection of duties or tasks that an employee is responsible for performing. Typically, jobs will have a specific title within an organization, and can be performed by one or many more employees. Job “descriptions” are written lists of the general tasks, or functions, and responsibilities of a position. A job description should also indicate any qualifications, certifications, or behavioral characteristics required for the job position. Larger, more complex jobs may also be defined using functions such as “executive team leadership” or “operational productivity”.

Competencies & Sub-competencies

The knowledge, skills, qualifications, and other characteristics required for a given job are known as job competencies. Competencies should be detailed enough to allow measurement, i.e. quantifiable enough to define excellence or non-performance in the job position. Some examples are: 5 years of plant management, MBA degree, electrical engineering degree, communication skills, financial planning, call center expertise, retail experience, etc.

In some cases, similar competencies are grouped under larger headings such as “leadership qualities” or “project management effectiveness”. Subordinate or supporting behavioral characteristics are then referred to as “sub-competencies”.

Organizational Goals

These are usually overall accomplishments desired by an organization and are often established during strategic planning. The level of specificity of goals depends on the nature and needs of the organization. Typically, goals that are specifically defined have a better chance of being clearly understood by members of the organization.

Aligning Goals and Results

Performance management places a strong focus on ensuring that the entire enterprise is working as efficiently and effectively as possible towards achieving its goals. Therefore, the resulting output of all parts of the organization should be aligned with the overall preferred performance results of the organization as a whole. Aligning results often includes answering questions such as "Does the entity's preferred results contribute to achieving the organization's preferred results? How? What additional things could the entity be doing to contribute more directly to the organization's goals?"

Weighting Results

Weighting results refers to prioritizing the entity's preferred results, often expressed in terms of a ranking (such as 1, 2, 3, etc.), percentage-time-spent, etc.

Evaluation Standards

These specify how well a preferred result is achieved by the employee. For example, "meets expectations" or "exceeds expectations".

Performance Management Plan (Program)

The Performance Management Plan usually includes at least the organization's expected results for the measurement period, how the results tie back to the organization's expected results, weighting of results, how results will be measured and what standards are used to evaluate results.

Ongoing Feedback

These activities include observing the employee's (or manager's) activities in terms of progress toward preferred results, comparing progress to the preferred performance standards and then providing ongoing feedback (useful, understood and timely information to improve performance) to the organization.

Performance Appraisal (or Review)

In its most basic form, performance appraisal (or review) activities include documentation of the achieved results (including use of examples to clarify documentation) that indicates whether standards were met or not. The appraisal usually includes some form of a development plan to address insufficient performance.

Rewards

If appropriate for the type and timing of the review, process usually adds information about rewarding the employee(s) if performance has met or exceeded standards. Rewards can take many forms, e.g., merit increases, promotions, certificates of appreciation, letters of commendation, etc.

Performance Gap

This represents the difference in actual performance shown as compared to the desired standard of performance. In employee performance management efforts, this performance gap is often described in terms of needed knowledge and skills which become training and development goals for the employee.

Performance Development Plan

The development plan conveys: how the conclusion was made; what the performance level was; what actions are to be taken and by whom; and when performance will be reviewed again. Note that a development plan for employee performance management may be initiated for various reasons other than poor performance.

About Us

WorkStrategy is an HR technology management firm providing strategic planning, investment analysis, process improvement, and PeopleSoft HRMS implementation and upgrade services.

Our consultants have technical and functional domain experience with PeopleSoft applications including HR, Payroll, Benefits Administration, Compensation, ePerformance, Recruiting Solutions, Learning Management, and Employee and Manager Self-Service.

For more information on our services, visit www.workstrategy.com, email info@workstrategy.com or call 410.715.1020.