EPMS Transitional Training

for Supervisors

USC School of Medicine
7/24/2012
# Updates to EPMS Policy – Levels of Performance

<table>
<thead>
<tr>
<th>Previous</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Four Levels of Performance</strong></td>
<td><strong>Three Levels of Performance</strong></td>
</tr>
<tr>
<td>• Substantially Exceeds</td>
<td>• Exceptional</td>
</tr>
<tr>
<td>• Exceeds</td>
<td>• Successful</td>
</tr>
<tr>
<td>• Meets</td>
<td>• Unsuccessful</td>
</tr>
<tr>
<td>• Failure to Meet</td>
<td></td>
</tr>
<tr>
<td><strong>Performance Characteristics</strong></td>
<td><strong>Performance Characteristics</strong></td>
</tr>
<tr>
<td>• Acceptable</td>
<td>• Successful</td>
</tr>
<tr>
<td>• Unacceptable</td>
<td>• Unsuccessful</td>
</tr>
</tbody>
</table>
What’s the Difference?

- Exceptional: Work that is characterized by *exemplary* accomplishments throughout the rating period: performance that is *considerable* and *consistently above* the requirements of the job function.

- Successful: Work that is characterized by the *successful* mastery of the criteria of the job function. (*Benchmark/success criteria*)

- Unsuccessful: Work that does not meet the criteria of the job function.
# Updates to EPMS Policy – Levels of Performance

<table>
<thead>
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<th>Previous</th>
<th>Current</th>
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<tbody>
<tr>
<td><strong>Performance Objectives</strong></td>
<td><strong>Performance Objectives</strong></td>
</tr>
<tr>
<td>• Were only optional on the Non-</td>
<td>• Are optional for all employees.</td>
</tr>
<tr>
<td>Supervisor EPMS evaluation forms.</td>
<td></td>
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Weight/Rate Job Duties

**Weight:** Each job duty will be assigned a numerical weight which should reflect importance of the job duty/objective in terms of overall criticality to job success by assigning to it a percentage *(This percentage is not necessarily equal to the value on the position description that represents the percentage of time).*

The percentage of importance for job duties/objectives with success criteria must total 100%.
# Updates to EPMS Policy – Universal Due Dates

## Previous

<table>
<thead>
<tr>
<th>Review Date</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Was established according to employee’s hire date.</td>
<td>- Determined by the Division, College, or Campus.</td>
</tr>
<tr>
<td>- Four Options Include:</td>
<td>- Four Options Include:</td>
</tr>
<tr>
<td>- February 1&lt;sup&gt;st&lt;/sup&gt;</td>
<td>- February 1&lt;sup&gt;st&lt;/sup&gt;</td>
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<tr>
<td>- May 1&lt;sup&gt;st&lt;/sup&gt;</td>
<td>- May 1&lt;sup&gt;st&lt;/sup&gt;</td>
</tr>
<tr>
<td>- August 1&lt;sup&gt;st&lt;/sup&gt;</td>
<td>- August 1&lt;sup&gt;st&lt;/sup&gt;</td>
</tr>
<tr>
<td>- November 1&lt;sup&gt;st&lt;/sup&gt;</td>
<td>- November 1&lt;sup&gt;st&lt;/sup&gt;</td>
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</table>
Transitioning to the Universal Review Date – Covered Employees

- Once a universal review date has been determined, the supervisor will complete a short year review (evaluation) followed by a short year planning stage in order to move the employee to the new universal review date.

**THE UNIVERSAL REVIEW DATE FOR SCHOOL OF MEDICINE IS**

**FEBRUARY 1**
Transitioning to the Universal Review Date – Covered Employees

EXAMPLE

- Maria’s review (based on hire date) is September 21, 2012.
- Her Division chose **February 1st**, as the Universal Review Date.

**TRANSITION**

- **EVALUATE:** Supervisor will evaluate Maria by September 21, 2012 on the **OLD EPMS** form (based on performance from Sept 2011 – Sept 2012)
- **PLAN:** Supervisor will complete the planning stage on the **NEW EPMS** form for the review period ending **January 31, 2013**. (Short year planning stage which is based on performance from September 2012 - January 2013) Write short year on front of document
- **EVALUATE:** Supervisor will evaluate employee by **January 31, 2013** (Short year evaluation based on performance from September 2012 – January 2013)
If an evaluation is completed within 90 days of the Universal Review Date…the supervisor will complete the **NEW** planning stage using the **NEW** Universal Review Date. A short year evaluation will not be necessary.
Transitioning to the Universal Review Date – Covered Employees

**EXAMPLE**

*EmployeeEvaluated 90 Days Prior to February 1st:*

- Maria’s annual review date (based on hire date) is December 4, 2012.
- Her Division chose **February 1st**, as the Universal Review Date.

**TRANSITION**

- **EVALUATE:** Supervisor will evaluate the employee on the **OLD EPMS** form by December 4, 2012.

- **PLAN:** Supervisor will complete the planning stage using the **NEW EPMS** form for the review period ending **January 31, 2013**. (this is the full year annual review based on performance from February 1, 2012- January 31, 2013)
Transitioning Employees to the Universal Review Date – Probationary Employees

- All newly hired employees **MUST** complete a 12 month probationary period; therefore, the review date will **not** change until the employee has received their annual evaluation. Once employee has been evaluated, they will receive a short year planning stage and a short year review in order to move them to the new universal review date.
Transitioning to the Universal Review Date – Probationary Employees

EXAMPLE

- Jane Doe was hired November 10, 2011.
- Her Division chose **February 1st**, as the Universal Review Date.

**TRANSITION**

- **EVALUATE:** Supervisor will still evaluate Jane by her annual review date of November 10, 2012, using the **OLD EPMS** form.

- **PLAN:** Supervisor will then complete the planning stage using the **NEW EPMS** form for the review period ending **January 31, 2013**. *(Short year planning stage based on performance from November 2012 to January 31, 2013)*

- **EVALUATE:** Supervisor will evaluate Jane by **January 31, 2013**. *(Short year review November 10, 2012 – January 31, 2013)*

- **PLAN:** Supervisor will then complete new planning stage for review period ending **January 31, 2014**. *(Full year annual review)*
Transition Key Points

- Once a universal review date has been determined, the supervisor will complete a short year review (evaluation) followed by a short year planning stage in order to move the employee to the new universal review date.

  **Short Year Evaluation is based on performance less than 1 year and is required.**

  \[ \text{APPROACH} = \text{PROGRESS} \]

  \[ \text{OUTCOME} \]

- **Job Duties:** Continuous day-to-day functions that can be evaluated during a shorter period of time.
- **Objectives:** How well has employee progressed towards completion.
- Be Flexible.
Transition Key Points

- Planning Stage on **OLD EPMS form** = Evaluation on **OLD EPMS**.

- Employee evaluated within 90 days of universal review date = **NO SHORT YEAR REVIEW**

- Employee evaluated more than 90 days before the universal review date = **SHORT YEAR REVIEW**

- New employee hired after May 25, 2012 = **NEW EPMS FORM**
WHAT SHOULD I DO IF....

- A planning stage was not completed for the employee and the universal review date is February 1st?
If the employee has a February 1st universal review date and the employee does not have a current planning stage on file, the supervisor will immediately complete the planning stage document using the OLD EPMS form with a review period ending date of January 31, 2013. (short year planning stage)

Supervisor will evaluate the employee by January 31, 2013 (short year review)

Supervisor will complete a new EPMS using the NEW for review period ending January 31, 2014.
Refresher Tips – Planning Stage

- Success criteria are required for each job duty and objective.

- Effective Success Criteria are:
  - **S**pecific
  - **M**easurable
  - **A**ttainable
  - **R**ealistic
  - **T**imely
Refresher Tips – Planning Stage

- When drafting “Smart” success criteria, include measurable items such as:
  - Time
  - Quality (absence of errors or defects)
  - Frequency of Occurrence
  - Item Counts (Workload/Productivity)
  - Cycle Time
  - Cost
Effective Success Criteria using the **“S.M.A.R.T.”** METHOD

**Job Duty:**
Provides effective leadership to office staff, manage employee performance, and ensure efficient and effective operation of the department.

**Success Criteria:**
Assigns responsibilities and coordinates staff activities using **interdepartmental procedures**. Completes performance appraisals according to the **University EPMS policy**. Ensures that positions descriptions are kept up-to-date on all employees. Communicates expectations and provide feedback at **least twice within the review period**.
Refresher Tips – Annual Performance Appraisal

- If the EPMS is not completed by the universal review date, the employee gets a “Successful by Default” rating. **Once the rating is in default, IT CANNOT BE CHANGED...**(Unless extenuating circumstances exist)

- Employee cannot receive an “Unsuccessful” rating on **any essential job function** that **significantly** impacts the overall performance without first receiving a Warning Notice of Substandard Performance.

- An empl
Refresher Tips – Annual Performance Appraisal

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- Employee cannot receive an “Unsuccessful” rating on **any essential job function** that **significantly** impacts the overall performance without first receiving a Warning Notice of Substandard Performance.

- Warning Notice of Substandard Performance **CAN** be given to the employee within 30 days of the universal review date.