EPMS Transitional Training for Supervisors

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

## Previous

<table>
<thead>
<tr>
<th>Four Levels of Performance</th>
<th>Performance Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Substantially Exceeds</td>
<td>• Acceptable</td>
</tr>
<tr>
<td>• Exceeds</td>
<td>• Unacceptable</td>
</tr>
<tr>
<td>• Meets</td>
<td></td>
</tr>
<tr>
<td>• Failure to Meet</td>
<td></td>
</tr>
</tbody>
</table>

## Current

<table>
<thead>
<tr>
<th>Three Levels of Performance</th>
<th>Performance Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Exceptional</td>
<td>• Successful</td>
</tr>
<tr>
<td>• Successful</td>
<td>• Unsuccessful</td>
</tr>
<tr>
<td>• Unsuccessful</td>
<td></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>
<tr>
<th>Previous</th>
<th>Current</th>
</tr>
</thead>
<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</td>
<td></td>
</tr>
<tr>
<td>forms.</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Previous</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review Date</td>
<td>Review Date</td>
</tr>
<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(^{st})</td>
<td>▪ February 1(^{st})</td>
</tr>
<tr>
<td>▪ May 1(^{st})</td>
<td>▪ May 1(^{st})</td>
</tr>
<tr>
<td>▪ August 1(^{st})</td>
<td>▪ August 1(^{st})</td>
</tr>
<tr>
<td>▪ November 1(^{st})</td>
<td>▪ November 1(^{st})</td>
</tr>
</tbody>
</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

Employee Evaluated 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)
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.**

**Approach = Progress**

**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 1\textsuperscript{st} 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 \textbf{OLD} EPMS form with a review period ending date of January 31, 2013. \textit{(short year planning stage)}

Supervisor will evaluate the employee by \textbf{January 31, 2013} \textit{(short year review)}

Supervisor will complete a new EPMS using the \textbf{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:
  - Specific
  - Measurable
  - Attainable
  - Realistic
  - Timely
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

- 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.

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