Human Resource Management System

Workday Job Aid
Performance

This Job Aid describes the Performance Review annual process, disciplinary action and performance improvement plans as Performance Management tools.

- Employees
- People Managers
- Human Resources

Contents:

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1. Performance Review Overview (Annual Process)

Performance reviews are an annual staff review tool (used by specific departments which request its use). Performance reviews are opportunities for employees and managers to reflect on the past year, engage in discussions based on professional development and career goals and plan for the following year.

A manager may start a performance review for a direct report. Additionally, an HR Partner may schedule or initiate a performance review for all employees within a county department. Once the performance review process has been initiated, the manager will complete an evaluation. Once submitted, if the review is rated as "Needs Improvement" or "Unsatisfactory," the review will be sent to an HR Partner to review before the manager meeting with the employee. Then the manager will schedule and conduct an employee performance review meeting with the employee to discuss the performance appraisal. Once the meeting has been conducted, the manager will acknowledge in Workday that the meeting was completed. The employee will review the submitted evaluation and acknowledge its contents. Lastly, the manager will certify that the employee review meeting was completed and the performance evaluation was discussed in its entirety.

If you have any questions during this process, please feel free to contact your manager or send an email to HRMShelpline@suffolkcountyny.gov.

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2. Start Performance Review for Organization (HR)

HR Partners may choose to schedule Workday performance reviews for all employees within an organization. This should be used if you wish to run performance reviews at a specific frequency or you wish to send out the performance review task to all employees at the same time.

Note: A manager may initiate a performance review for a direct report. See Start Performance Review for Worker (Manager) below.

Start the process from the Workday Home Page.

1. From the search bar, search for "Start Performance Review for Organization."
2. From the search results, select the task **Start Performance Review for Organization**.
3. From the **Run Frequency**, choose when you would like the performance review to be scheduled for all employees.
4. Click **Ok.**
5. Choose the **Organizations** you wish to include in the performance review.
6. Select the **Review Template:** click **By Type** > **Appointment Date >** then choose the review template that applies.
7. Select the **Period Start Date** and **Period End Date**. (If you selected to run this task in the future, enter the additional relevant information).
8. Click **Submit**.

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3. Start Performance Review for Worker (Manager)

A manager may start the performance review process for an employee:

Start the process from the Workday Home Page.

1. Select the **Team Performance** application.
2. Click the **More** hyperlink to see all available actions within this application.
3. Select **Start Performance Review**.
4. Select the **Review Template:** click **By Type** > **Appointment Date >** then choose the review template that applies.
5. Click **Ok.**
6. Choose the **Organizations** you wish to include in the performance review.
7. Select the **Review Template:** click **By Type** > **Appointment Date >** then choose the review template that applies.
8. Select the **Period Start Date** and **Period End Date**.
9. Click **Submit.**

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4. Manager Evaluation (Manager)

<u>Complete employee evaluation:</u>
Once a performance review has been initiated, the manager must complete their evaluation of the employee.

There are five sections within the manager evaluation:
- Worker's Performance
- Development Items
- Overall Rating & Assessment
- Supporting Documents & Overall Comments
- Review and Submit

1. From the Workday Homepage, go to your inbox.

2. Select the inbox message labeled Manager Evaluation.

3. Read all instructional content to review the employee based on all the review sections requiring input.

4. Click **Get Started**.

5. Fill out all required sections within the employee review.
   - Within **Competency**, list a **Proficiency Rating** and add a **Comment if relevant.** Add a Proficiency Rating at the bottom before clicking **Next**.
   - Within **Development Items**, this section can be used to identify outstanding areas and/or areas for further growth and development. It can also be used to provide the employee with development items that may assist them in future career development. You may click **Add** to add development items and fill out required and relevant fields. Click **Next**.
   - Within **Overall Rating & Assessment**, provide a comment related to the **Calculated Rating** and **Rating**. Click **Next**.
   - Within **Supporting Documents & Overall Comments**, you may attach supporting documents if additional space is needed. You may include a prior review and/or applicable work documents. To choose a file, click **Select Files** and browse your computer to select the file, or drag the file into the gray area of the screen. Click **Next.**
   - Within **Review and Submit,** review all information you have input into the manager evaluation. You may go back to various sections by selecting the section on the left side of the screen (within the blue bar).

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6. Once the evaluation has been completed, click **Submit**.

Note: Please be advised, if the manager evaluation received an overall rating of "Needs Improvement" or "Unsatisfactory" then the evaluation is sent to be reviewed by an HR Partner. The HR Partner must review the evaluation, and if it must be corrected, the HR Partner will send it back to the Manager for an additional revision. Once approved, the manager will schedule the in-person performance review with the employee.

Schedule In-Person Performance Review with Employee

Once a performance review has been submitted, the manager will schedule an in-person performance review with the employee.

1. From the Workday Homepage, go to your inbox.
2. Select the inbox message labeled Schedule In-Person Performance Review with Employee.
3. Read all instructional content within the "Schedule In-Person Performance Review with Employee."
   - Schedule the employee performance evaluation outside of Workday.
   - As the instructional information indicates, if the overall performance evaluation rating is "Needs Improvement" or "Unsatisfactory," the Union Representative, employee, and manager must all be present during this meeting.
   - Once you click **Submit**, no changes can be made to the performance evaluation and it will automatically be sent to the employee to review and acknowledge.
4. Once the meeting has been scheduled, click **Submit**.

Conduct In-Person Performance Review with Employee

Once a performance review has been scheduled, you must conduct the in-person performance review with the employee. You will discuss all information evaluated by you within the Manager Evaluation for the Performance Review.

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Confirm Performance Review has been reviewed with the employee

Once a performance review has been conducted, you must confirm within Workday that the performance review has been reviewed with the employee during the scheduled meeting.

1. From the Workday Homepage, go to your inbox.
2. Select the inbox message labeled Confirm Performance Review has been reviewed with the employee.
3. Complete this "To Do" by clicking **Submit**.

Note: Once you click **Submit**, the employee will be sent the Performance Evaluation to acknowledge and submit.

4. Click **Submit**.
5. Click **Done.**

Correct Performance Review

You can go in to correct the Manager Evaluation business process:

1. From the Workday Homepage, go to your inbox.
2. From your messages archives, select the inbox message labeled Manager Evaluation.
3. Click **Correct** at the bottom of the page.

Note: Any corrections take effect immediately.

4. Write a comment to specify the change then click **Submit** to begin correcting the employee review. When finished entering your correction, click **Save for Later.** All changes take effect immediately, even those you want to save for later.
5. Click **Done.**

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5. Provide Employee Review Comments (Employee)

Once you have completed a performance review meeting with your manager (if the overall performance evaluating rating was "Needs Improvement" or "Unsatisfactory," your Union Representative must have also been present during the meeting), you will receive the performance evaluation to review. You will acknowledge that the content has been reviewed with you during the previous meeting.

1. From the Workday Homepage, go to your inbox.

2. Select the inbox message labeled Manager Evaluation.

Note: The evaluation will be placed in your personnel file. Read through the evaluation and verify that the content of the evaluation has been reviewed with you during the previous meeting.

3. Click **Get Started.**
   - Review your manager evaluation summary. You may choose to print your evaluation by clicking the print icon on the bottom left of the page (in the blue bar).
   - Click **Next**.
   - Within Acknowledgement**,** select the **Status**. You may choose to acknowledge with comments, acknowledge without comments, or select that you have read the contents of the evaluation but refuse to sign.

4. Once you have acknowledged your review of the employee review, click **Submit**.

5. Click **Done**.

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6. Provide Manager Review Comments (Manager)

Once the employee has reviewed the contents of the performance review and acknowledged that the contents were reviewed with them during the performance review meeting, you will certify that you met with the employee and reviewed the performance evaluation in its entirety.

1. From the Workday Homepage, go to your inbox.

2. Select the inbox message labeled Manager Evaluation.

3. Click **Get Started.**
   - Review the manager evaluation summary. You may choose to print the evaluation by clicking the print icon on the bottom left of the page (in the blue bar).
   - Click **Next**.
   - Within Acknowledgement, select the **Status**. You may choose to acknowledge with comments or acknowledge without comments.
   - You can see the employee's acknowledgment to the right of your acknowledgment.

4. Once you have acknowledged the employee's performance evaluation, click **Submit**.

5. Click **Done**.

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7. Disciplinary Action

The disciplinary action process may be initiated within Workday by a Manager. The disciplinary action process provides for a statement of a violation that has required the issuance of a written reprimand. It may be cause for further disciplinary action. The business process includes the following: The Manager will initiate the disciplinary action process. Then the Manager will complete the manager evaluation for disciplinary action. Next, an HR Partner will review the manager evaluation. Once the HR Partner completes their review, the manager will schedule an in-person disciplinary infraction meeting with the employee. Once the meeting has occurred, the manager will confirm in Workday that it has been completed. Next, the employee will review the manager's evaluation and may provide comments. Lastly, the manager will provide any review comments.

Note: The employee has the right to have a union representative present at the disciplinary interview.

Initiate the Disciplinary Action process (Manager):

Start the process from the Workday Home Page.

1. From the search bar, search for "Start Disciplinary Action for Employee."
2. From the search results, select the task **Start Disciplinary Action for Employee.**
3. Select the **Employee.**
4. Choose the **Review Template > Discipline >** choose the type of written reprimand.
5. Choose the **Disciplinary Action Reasons > Reasons for employee's country > United States of America > Discipline > Written (United States of America).**
6. Select the **Period Start Date** and **Period End Date**.
7. Click **Submit**.

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Complete Manager Evaluation (Manager):

Start the process from the Workday Home Page.

1. From the Workday Homepage, go to your inbox.
2. Select the inbox message labeled Manager Evaluation: Written Reprimand.

Note: Read all related instructions. You must have HR review the completed manager evaluation to ensure all appropriate content is included and the level of discipline for reprimand is appropriate. Once the disciplinary action meeting has been scheduled with the employee, discuss the disciplinary action with the employee during the meeting. You will need to have the employee or representative sign the document. Your signature is also required on the document. You must then scan and attach the signed documents to the "supporting documents" section.

3. Click **Get Started.** There are multiple sections to the manager evaluation:
   a. In **Disciplinary Details**, you must provide the job title at the time of the infraction, the date of the infraction, the time of the infraction, the location, and the description of the incident. Be as detailed as possible. Click **Next**.
   b. In **HR Review of Content,** ensure HR has reviewed the content provided. You may click the **Save for Later** button at the bottom of the page to save the changes until HR has approved the content. Once HR has evaluated the content of the review, answer the **Rating** at the bottom of the **HR Review of Content** page. Then click **Next.**
   c. In **Employee Meeting Confirmation,** you are confirming that you have met with the employee to review the reprimand. You are confirming that you have printed the disciplinary document and had the employee (or union representative if refused) sign the document. You are also confirming that you have signed it. Complete the **Rating** at the bottom of the page then click **Next.**
   d. In **Supporting and Signed Documents**, attach the signed documentation from the disciplinary action meeting by clicking the **Select files** button to browse your computer and upload the file. Then click **Next.**
   e. In **Signatures,** click **Next** as long as prior steps have been completed.
   f. In **Review and Submit**, review the documentation and previous steps completed. Then click **Submit**.

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Provide Employee Review Comments (Employee):

Start the process from the Workday Home Page.

1. From the Workday Homepage, go to your inbox.
2. Select the inbox message labeled Manager Evaluation: Written Reprimand.
3. Select the **Get Started** button. You are now going to acknowledge that you have read and understood the written reprimand as completed by your manager.
4. Read through the **Summary.** Then click **Next** at the bottom of the page.
5. Within the **Acknowledgement** page, select **Status > Employee acknowledgment with comments.** If you wish to enter a comment, you may do so.
6. Click **Submit** at the bottom of the page. Then click **Done.**

Review the submitted employee review comments (Manager):

Start the process from the Workday Home Page.

1. From the Workday Homepage, go to your inbox.
2. Select the inbox message labeled Manager Evaluation: Written Reprimand.
3. Select **Get Started.**
4. Read through the **Summary.** Then click **Next** at the bottom of the page.
5. Within the **Acknowledgement** page, you can view the employee's acknowledgment and any comments entered. You will also see the date the employee completed this step.
6. Under **Manager** within the **Acknowledgement** page, select the **Status**. If you wish to enter a comment, you may do so.
7. Click **Submit** at the bottom of the page.

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8. Performance Improvement Plans

A performance improvement plan is a tool that provides direction for assigned duties, clarification of expectations for those responsibilities, and regular status of the planned activities. This plan should have a period start and end date reflecting the expected length of the plan, including follow-up dates. The Manager will initiate the performance improvement plan process, then complete a manager evaluation. Next, the HR Partner will review the completed manager evaluation. The Manager will then schedule an in-person performance improvement plan discussion. Once the meeting has occurred, the Manager will confirm in Workday that the performance improvement plan has been reviewed with the employee in a meeting. Next, the employee will review the manager's evaluation and may provide comments. Lastly, the manager will provide any review comments.

Initiate the Performance Improvement Plan process (Manager):
Start the process from the Workday Home Page.

1. Select the **Team Performance** application.

2. Click the **More** hyperlink to see all available actions within this application.

3. Select **Start Performance Improvement Plan.**

4. Select the **Employee**.

5. Select the **Review Template.**

6. Select the **Period Start Date** and **Period End Date.**

7. Click **Submit.**

Complete Manager Evaluation (Manager):

Start the process from the Workday Home Page.

1. From the Workday Homepage, go to your inbox.

2. Select the inbox message labeled Manager Evaluation: Performance Improvement Plan.

Note: Read all related instructions. You must submit a copy to the appropriate HR/Personnel department representative for review of completeness before meeting with the employee.

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3. Click **Get Started.** There are four sections to the manager evaluation:
   - In **Job Performance Deficiency,** pay close attention to the instructions. If the performance improvement plan is related to a first occurrence, complete questions 1-5 and make sure to include the employee's job factors that require attention. If this is a follow-up discussion, note progress made to date by answering relevant questions 1-5 and completing questions 6-8. Click **Next**.
   - In **Supporting Documents,** if there is any supporting documentation relevant to the performance improvement plan, attach it in this section. To choose a file, click **Select Files** and browse your computer to select the file, or drag the file into the gray area of the screen. Click **Next.**
   - In the **Results of the Performance Improvement Plan,** mark whether the employee has met the required improvements and provide comments on the employee's progress or whether improvements have been met (if this is the first occurrence, select "Not Met"). Click **Next**.
   - Within **Review and Submit,** review the summary of the performance improvement plan, results of the performance improvement plan, and any supporting documents attached.

4. Once the Manager Evaluation has been completed, click **Submit**.

5. **Review Manager Evaluation (HR Partner):**

The HR Partner will now review the performance plan evaluation. Start the process from the Workday Home Page.

1. From the Workday Homepage, go to your inbox.

2. Select the inbox message labeled Manager Evaluation: Performance Improvement Plan.

The HR Partner must review the performance plan evaluation, and if it must be corrected, the HR Partner will send it back to the Manager for additional revision (leave detailed comments). Ensure all appropriate content is included and the level of required correction and support to be provided is appropriate.

Once approved, the manager will schedule the in-person performance improvement plan discussion with the employee.

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Schedule In-Person Performance Improvement Plan Discussion with Employee (Manager)

Once the HR Partner reviews and submits the performance plan, the Manager will receive a "To Do" message to schedule the performance improvement plan discussion with the employee.

1. From the Workday Homepage, go to your inbox.

2. Select the inbox message labeled Schedule In-Person Performance Improvement Plan Discussion with Employee.

3. Read all instructional content within the "Schedule In-Person Performance Improvement Discussion with Employee."
   - Schedule the meeting outside of Workday.
   - The employee has the right to have a union representative present at the performance improvement plan discussion.

4. Once the meeting has been scheduled, click **Submit**.

Conduct In-Person Performance Improvement Plan Discussion with Employee (Manager)

Once the performance plan discussion has been scheduled with the employee, you must conduct this meeting. You will discuss all information evaluated by you within the performance improvement plan.

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<u>Confirm Performance Review has Occurred (Manager)</u>

Once a performance review has been conducted, you must confirm within Workday that you met with the employee for the scheduled performance review discussion and it has been reviewed.

1. From the Workday Homepage, go to your inbox.

2. Select the inbox message labeled Confirm Performance Improvement Plan discussion has occurred.

3. Complete this "To Do" by clicking **Submit**.

Note: Once you click **Submit**, the employee will be sent the Performance Improvement Plan to acknowledge and submit.

4. Click **Submit**.

5. Click **Done.**

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Provide Employee Review Comments (Employee)

Once a performance improvement plan discussion has occurred you will receive the performance plan to review. You will acknowledge that the content has been reviewed with you during the previous discussion

1. From the Workday Homepage, go to your inbox.

2. Select the inbox message labeled Manager Evaluation.

Note: Read through the evaluation and verify that the content of the performance improvement plan has been reviewed with you during the previous discussion.

3. Click **Get Started.**
   - Review the contents of the performance improvement plan including the **Job Performance Deficiency**. You may choose to print your evaluation by clicking the print icon on the bottom left of the page (in the blue bar).
   - Click **Next**.
   - Within Acknowledgement**,** select the **Status**. You may choose to acknowledge with comments, acknowledge without comments, or select that you have read the contents of the evaluation but refuse to sign.

4. Once you have acknowledged your review of the performance improvement plan evaluation, click **Submit**.

5. Click **Done**.

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Provide Manager Review Comments (Manager)

Once the employee has reviewed the contents of the performance improvement plan and acknowledged that the contents were reviewed with them during the previous discussion, you will certify that you met with the employee and reviewed the performance plan manager evaluation in its entirety.

1. From the Workday Homepage, go to your inbox.

2. Select the inbox message labeled Manager Evaluation.

3. Click **Get Started.**
   - Review the performance improvement plan summary. You may choose to print the evaluation by clicking the print icon on the bottom left of the page (in the blue bar).
   - Click **Next**.
   - Within Acknowledgement**,** select the **Status**. You may choose to acknowledge with comments or acknowledge without comments.
   - You can see the employee's acknowledgment to the right of your acknowledgment.

4. Once you have acknowledged the employee's disciplinary action manager evaluation, click **Submit**.

5. Click **Done**.

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Change Log				
Revision Number	**Date of Change**	**Affected Lesson**	**Action**	**Initials**
1.1.1.1	09/15/2021		Log Created	RK

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