

CITY OF
HENDERSONVILLE
TALENT MANAGEMENT
PROGRAM USING
ORACLE

June 2024

Overview

Oracle is a multi-faceted software program handling the City's payroll, accounting, and employee absences. Starting July 1, 2024, it will be used to perform employee reviews through the **Career and Performance** module.



In this module, employees will be able to complete their annual review, store professional information and track accomplishments. There are three areas to work with:

*Skills and Qualifications,
Feedback
and Performance.*

1. Skills & Qualifications

Located under *Career and Performance*, this area allows you to input data into each of the different headings below.

- ~ Certifications & Licenses
- ~ Reward/Awards
- ~ Degrees
- ~ Education
- ~ Previous Work History

By inputting this information, your manager can see your credentials and plan for what you need to complete to move forward.

HELPFUL HINT!!
Start any of these processes by clicking the **ADD** button.

2. Feedback

If you wish to give positive feedback to other employees, it can be seen here.

To give feedback, select the employee's name under *My Organizational Chart* and click *Action* at the top. All feedback will be stored in the *Career and Performance* portal.

3. Performance

Located under *Career and Performance*, there are two review functions: *Check-Ins* and *Performance Documents*.

Check-Ins are where an employee and manager can make comments, carry on conversations or note important things. Throughout the year, an employee can note achievements, special projects, handling of a difficult situation, serving on a committee, etc. The manager can also note goals achieved, issues that came up such as complaints, accidents, etc. *Check-Ins* give topics to discuss at the review.

Performance Documents is where annual and probationary reviews are executed. There are three headings.

Overall Rating and Goals - Where you make final comments and set goals for the new year.

Evaluation Topics - The list of *Skills & Competencies* for your job title. Each one to be rated.

Attachments - A place to attach documents that haven't already been added in the system.

Ratings

For each *Skill and Competency*, a rating must be given. In a Probationary Review, the following terms are used by the manager.

Below Expectations
Proficient
Impressive
Exceptional

For the Annual Review, numerical ratings are used by both the employee in the self-evaluation section and the manager in the review.

Below Expectations	1 - 2
Proficient	2.01 - 2.75
Impressive	2.76 - 3.5
Exceptional	3.51 - 4

HELPFUL HINT!!

If you don't see everything you're looking for, click *Load More*.

HELPFUL HINT!!

If you don't see what you need under a box icon, click *Show More* and look under the heading.

Below Expectation is when an employee fails to meet one or more major responsibility and may show either an unwillingness or an inability to improve. There may be a development plan in place to identify specific actions needed to improve.

Proficient employees consistently do what is expected. Employees regularly meet, and occasionally exceed, expectations. A rating at this level indicates that the employee is a competent, productive, and valued member of the team.

Impressive employees provide a high level of performance, regularly and substantially exceeding expectations. Work is high in quality, quantity, and timeliness. The outcomes of these employees who exceed expectations are of such quality that they are seen as a role model.

Exceptional employees, in addition to the *Impressive* skills they have, are working at the highest level. They show innovation of new policies, procedures and ventures, are self-motivated and think outside the box. They are the top tier employee who can change how we do business and the public's view of the City,

Quality of Work/Proficiency/Expertise/ Professional development/Result/Training new hires

BELOW EXPECTATIONS. Work requires frequent revisions; struggles to meet deadlines; requires guidance to resolve issues; dislikes responsibility; lacks resourcefulness and requires more than average encouragement; frequently reminded of tasks and deadlines; performs in an unreliable or inconsistent manner; needs considerable supervision.

PROFICIENT. Demonstrates an ability to learn from feedback and improve work quality; work is accurate and consistent; requires a normal amount of encouragement; has sufficient knowledge of job; occasionally needs guidance; produces quality work to meet expectations within time and cost restraints; maintains a steady workload and output; demonstrates a commitment to professional development.

IMPRESSIVE. Works independently with minimal supervision; very cooperative and exhibits good initiative; skilled at own job and has knowledge of related jobs; seeks improvement and extra responsibility; errors are rare; is given the difficult assignments; often takes initiative to lead and coordinate team efforts; fills in for others when needed.

EXCEPTIONAL. Understands all aspects of job and its relationship to other departments and the community; assists on new jobs and projects; exceptional quality; consistently accurate and seeks improvement; quickly adjusts to changing situations; always prepared for work; voluntarily learns and applies new innovative knowledge and skills to improve performance.

Protection of People & Property/Safety & Accountability

BELOW EXPECTATIONS. Minimal concern for equipment and property; often careless with equipment; has preventable accidents; disregards required PPE and safety protocols.

PROFICIENT. Handles equipment/property with care, with no preventable accidents; stays on top of required maintenance and updates;

IMPRESSIVE. Handles equipment/property with care, with no preventable accidents; stays on top of required maintenance and updates; puts safety first, correcting others if needed and keeps an eye on new ways to work at a safer level.

EXCEPTIONAL. Performs excellent work, with no preventable accidents; initiates improved practices and maximizes resources; develops new procedures to make people and equipment safe.

Policies & Procedures

BELOW EXPECTATIONS. Routinely disregards and needs to be cautioned often about adhering to policies and procedures.

PROFICIENT. Observes City policies and procedures but needs to be reminded occasionally.

IMPRESSIVE. Sets example by observing and teaching policies & procedures; reports infractions if needed.

EXCEPTIONAL. Follows all policies procedures correcting infractions; they make suggestions, follow thru and develop new ones to improve workflows.

**Attitude/Teamwork/Initiative/Value Everyone/
Workplace Culture/Community Image/
Public Interaction**

BELOW EXPECTATIONS. Sometimes abrupt or disrespectful to others; has trouble dealing with co-workers and the public; blames other people or events rather than taking accountability.

PROFICIENT. Good teammate; might avoid dealing with the public but will if situation arises; listens to and carefully considers constructive feedback from management and peers and provides feedback to management and peers in a way clearly intended to be helpful; admits own mistakes and takes responsibility for personal and work actions and decisions.

IMPRESSIVE. Above average relationship skills; goes out of the way to be helpful; deals will with the public; consistently works as a partner with all divisions, departments and the community; leads staff to perform better; gives support and appreciation to coworkers; voluntarily provides technical guidance to colleagues; seeks constructive feedback from coworkers and supervisors.

EXCEPTIONAL. Maintains a positive attitude even in the face of challenges and manages to keep the team focused on achieving their goals; a great face of the City to the public; has a pattern of collaboration with others to meet City or departmental goals; makes encouraging and supportive comments to peers and management resulting in a high level of teamwork and morale; seeks and applies feedback for self to up performance; goes above and beyond to maintain a positive workplace.

**Allocation of people, money, property/
Scheduling/Economical/Revenue Sources/
Planning & Organizing/Deadlines/Time
Management/Problem solving/ Delegating/
Prioritizing/Efficient/Productive/Recovery**

BELOW EXPECTATIONS. Needs to improve work organization, efficiency, delegation skills; misses important details in planning; leaves work unnecessarily; demonstrates a pattern of failing to achieve one or more of the standards; fails to meet important deadlines; priorities do not reflect City or department needs; fails to carry own share of the workload.

PROFICIENT. Completes assignments and meets the required quality standards consistently; shows some attention to detail and accuracy; generally meets the required output quality; resolves routine issues without assistance; effectively meets assigned deadlines; adequately delegates tasks and assignments, ensuring efficient completion.

IMPRESSIVE. Makes proactive and effective use of time and resources; successfully responds to changing priorities without work disruption or delay; accomplishes special projects while maintaining effective daily operations; coordinates projects across division and departmental lines successfully; develops, follows, and continually updates long range plans.

EXCEPTIONAL. Has a pattern of a high volume of productivity without sacrificing quality, safety or work relationships; identifies and initiates new goals/plans that earn cost savings and better work performance; has a pattern of streamlining work processes and/or using other strategies to improve efficiency; successfully plans for emergency conditions.

Professionalism/Recovery/Ownership/ Efficiency/Communication

BELOW EXPECTATIONS. Occasionally falls short of professional standards; struggles with effective communication; routinely disregards professional expectations and company policies; does not comply or needs reminders regarding the dress code; can be ill-prepared with equipment and supplies; allows work area to be messy.

PROFICIENT. Communicates effectively; demonstrates a good understanding of professional etiquette; maintains a professional appearance and demeanor; effectively communicates both verbally and in writing; keeps a clean work area.

IMPRESSIVE. Always maintains a professional demeanor, even in challenging situations; improves the workplace; upholds high ethical standards; demonstrates professionalism in interactions with others; adheres to company dress code, maintains a polished appearance; displays strong communication skills; actively participates in company events and initiatives; adapts communication style to meet the needs of different team members.

EXCEPTIONAL. Consistently exceeds professional standards; always clear and concise; sets example for others in terms of professionalism; never hesitates to lend a helping hand; maintains a high level of integrity in all actions, ensuring that the work is in the best interest of the City.

Dependable/On time/Attendance/Accountable/ Reliable

BELOW EXPECTATIONS. Routinely late; work quality and effort levels vary unpredictably; makes excuses when failing to follow through on commitments; easily distracted by unrelated tasks or personal matters; takes frequent days of unscheduled vacation or sick leave.

PROFICIENT. Occasionally late but usually dependable in attendance and timekeeping; asks for time off in advance; is good to document as required.

IMPRESSIVE. Always on time and consistently meets or exceeds assigned deadlines; shows a strong commitment to fulfilling job responsibilities; can be trusted with important tasks without constant supervision.

EXCEPTIONAL. Always on time and turns in excellent performance every day; shows faithful commitment to getting the job done; always meets or exceeds deadlines, even under challenging circumstances; asks for time off considering the department's needs.

Technical skills/Technology/Documentation/ Data Management/Records management

BELOW EXPECTATIONS. Hesitates to learn and use City technology; needs to improve the technical understanding of his job; fails to adequately document work and relevant issues.

PROFICIENT. Uses City technology to complete tasks; capable of examining data and making appropriate decisions; give adequate documentation.

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IMPRESSIVE. Steps up to learn new technology; skilled at analyzing data and making well-informed decisions; always documents effectively.

EXCEPTIONAL. Uses the latest technology, can be the expert others turn to; able to grasp difficult technical concepts; excellent documentation.

Initiative/Self-motivation/Flexibility/ Innovation

BELOW EXPECTATIONS. Struggles with adapting to new situations; reluctant to learn new methods and ideas; has difficulty finding solutions under pressure.

PROFICIENT. Can adapt to new situations; willing to learn new methods and ideas; can find solutions to challenges when faced with them.

IMPRESSIVE. Adapts to new situations with ease; open to new methods and ideas; finds creative solutions under pressure; streamlines work processes or improves efficiency.

EXCEPTIONAL. Eager to accept new responsibility; not limited to job description, moves outside comfort zone; quick to embrace new ideas and methods; consistently finds creative solutions under pressure; expertly identifies critical factors effectively using them in decision-making.

ANNUAL REVIEW PROCESS

All annual reviews take place in
January - March.

Employee's *COH Annual Review* form will become available around January 1. Employee completes self-evaluation rating every skill, comments are optional. Employee clicks Submit when finished.

Once self-evaluation is complete, **manager** sets up meeting with employee for the performance review.

Manager and employee meet to discuss the evaluation.

Employee acknowledges meeting was held.

Manager completes his review and submits it to higher managers for approval.

Document proceeds through the hierarchy of approvals (upper manager, department head).

Manager receives notice approvals are complete and shares review with employee.

Employee acknowledges document and makes any final feedback.

PROBATION REVIEW PROCESS

These reviews will be six months after hire/new position or at the end of a probation extension.

Career ladder promotions do not need a probationary review.

Manager starts the process by opening an *Anytime Document* and completing the probationary review.

Manager sets up meeting with employee to discuss review.

Employee acknowledges meeting was held.

Document proceeds through the hierarchy of approval (upper manager, department head).

Manager receives notice approvals completed and shares review with employee. Manager makes changes in Manager Self-Serve.

Employee acknowledges document and makes any final feedback.

HELPFUL HINT!!

WARNING means you've left blank spaces that you could have completed. **ERROR** means you've left blank required **spaces**.

HELPFUL HINT!!

Save & Close does not mean **Submit**. You are not finished until you click **SUBMIT**.

The annual review, or merit, increase will take effect in April once all reviews are completed. HR will input the pay changes.

Following a Probationary Review, the employee's manager must change the future review date and, if a pay increase is due, make that change as well.