HealthcareSource
Performance Manager®

USER GUIDE

Performance Goals

Version 1.2
Effective June 2016

Table of Contents

Introduction

This document provides instructions on how to set up and fully utilize the Goals module for Performance Manager.

The Goals module has been developed as an integrated way to set and track goals throughout the organization, from the corporate level all the way down to the individual employees at your company. Goals are aligned, or linked, to sets of goals that trickle down from higher levels, making it easy to establish individual goals that help fulfill the overarching values as set forth by the company.

Tracking these goals in the system allows companies to generate reports and measure overall company performance metrics across their employee base. You can quickly see which goals were met and where improvements are required in the future.

Scope

This user guide describes all the tasks necessary to set up and utilize the Goals module of Performance Manager. It contains information regarding the required configuration activities that need to take place before widespread user interaction, through to the point of creating, reviewing, and assessing individual user goals.

Target Audience

The intended target audience for this document is existing users of Performance Manager that have had the Goals module installed. This guide assumes a basic familiarity with using the Performance Manager solution.

Goals Basics

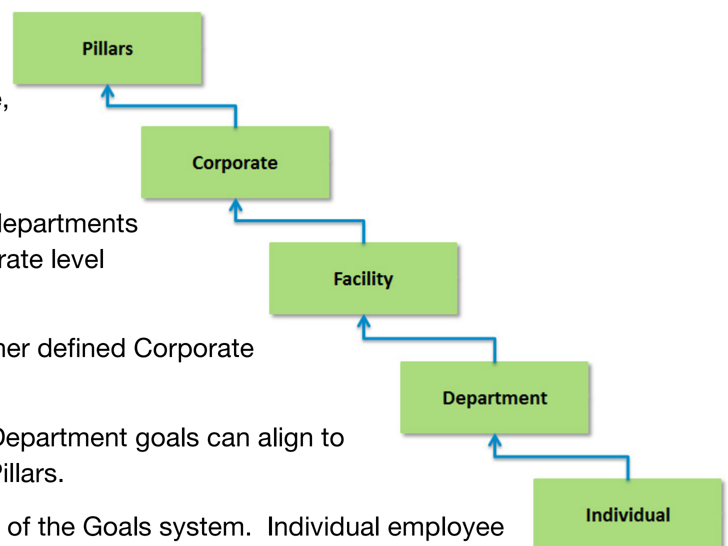
The Goals module for Performance Manager provides a way for employees and managers to track performance goals across an organization. Corporate directives in the form of basic Pillars are defined and subsequent goals for departments, facilities, and individual employees are aligned upwards.

This section outlines some basic concepts that are used throughout the Goals module. It is recommended that users familiarize themselves with these concepts before attempting create or change existing Goals settings.

Structure/Hierarchy

When creating goals, each new goal must align with a level above it. This linking of goals to higher directives allows companies to better track overall performance across multiple levels of their organization, as well as the individual accomplishments of employees, departments, and facilities.

The hierarchy of Goals utilizes these levels:



- **Pillars**. The top level of the Goals system. These represent the highest level category for performance goals. All goals (Corporate, Facility, Department, and Individual) align underneath a Pillar.
- **Corporate**. These goals apply to specific departments within an organization. Goals on the Corporate level align to Pillars.
- **Facility**. Facility level goals can align to either defined Corporate goals, or Pillars.
- **Department**. Like the Facility level goals, Department goals can align to defined Corporate goals, Facility goals, or Pillars.
- **Individual**. This represents the lowest level of the Goals system. Individual employee goals align to the Facility, Department, Corporate, or Pillar level goals.

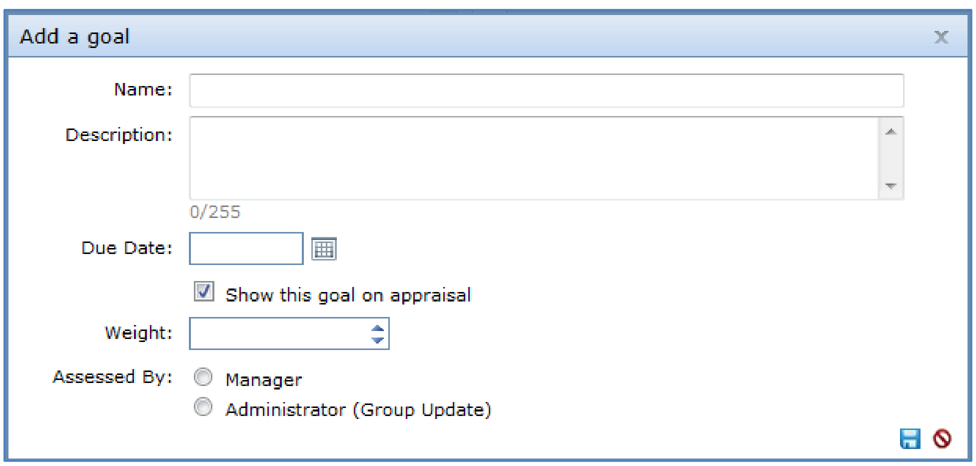
Workflow

The basic workflow for Goals is as follows:

1. An administrator creates and defines the company's pillars.
2. An administrator or manager creates and populates goal forms.
3. An administrator schedules appraisal(s) using the goal forms.
4. Employees and/or managers define their goals based on the goal forms.
5. Managers review, approve, and comment on employee goals.
6. Throughout the year, both employees and managers update goal status.
7. Managers assess and rate employee goals during annual appraisals.

Weighting

The Goals module provides a weighting system for individual goals. This allows users to determine which goals hold more importance than others, or ones that may require additional effort to complete.



Individual goals can be assigned a weight when they are added to the system. When creating a set of goals for a user, the sum total of weight for all the combined goals must equal 100%. Users will not be able to submit their goals for approval unless the total weight equals 100%.

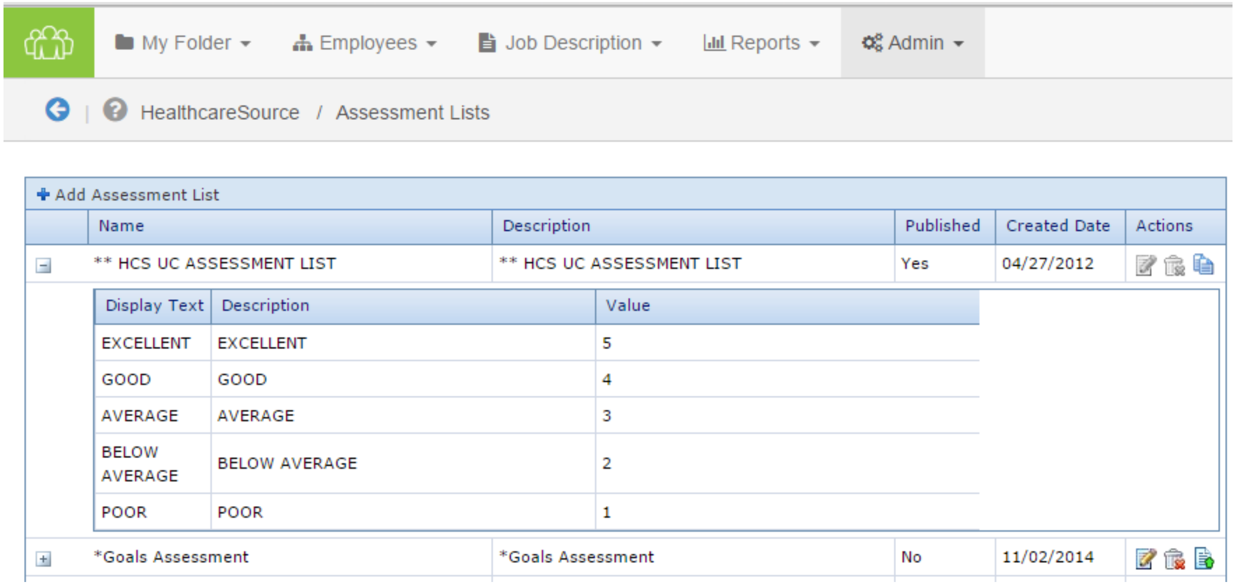
It is not necessary to add weights to goals.

The weighting feature is an option for the Goals module. When the option is not activated, the "Weight" column does not appear in pop-up windows or goals tables. You can find the toggle for this option within the **Choose Appraisal Options** section of the **Settings** page under the **Administrator** tab, labeled **Show weights on Job Descriptions and Goals**.

Assessment Lists

Assessment lists provide a scale that is used to rank user performance against a goal. They help determine overall performance over a review period.

Assessment lists are customizable, and multiple lists can be created and used. You can only assign one (1) assessment list to each goal form, however.



	Name	Description	Published	Created Date	Actions
−	** HCS UC ASSESSMENT LIST	** HCS UC ASSESSMENT LIST	Yes	04/27/2012	

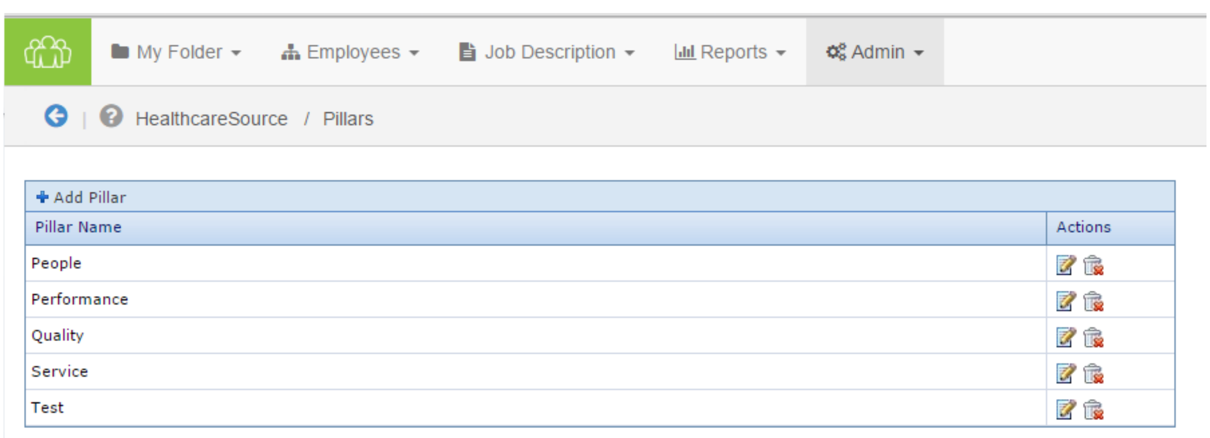
Display Text	Description	Value
EXCELLENT	EXCELLENT	5
GOOD	GOOD	4
AVERAGE	AVERAGE	3
BELOW AVERAGE	BELOW AVERAGE	2
POOR	POOR	1

	Name	Description	Published	Created Date	Actions
+	*Goals Assessment	*Goals Assessment	No	11/02/2014	

Pillars

Pillars are the starting point for all goals in Performance Manager.   They represent the basic ideals and overarching values your company strives towards.

All goal forms, whether on the level of corporate, facility, or department, are tied back to a pillar.



Pillar Name	Actions
People	
Performance	
Quality	
Service	
Test	

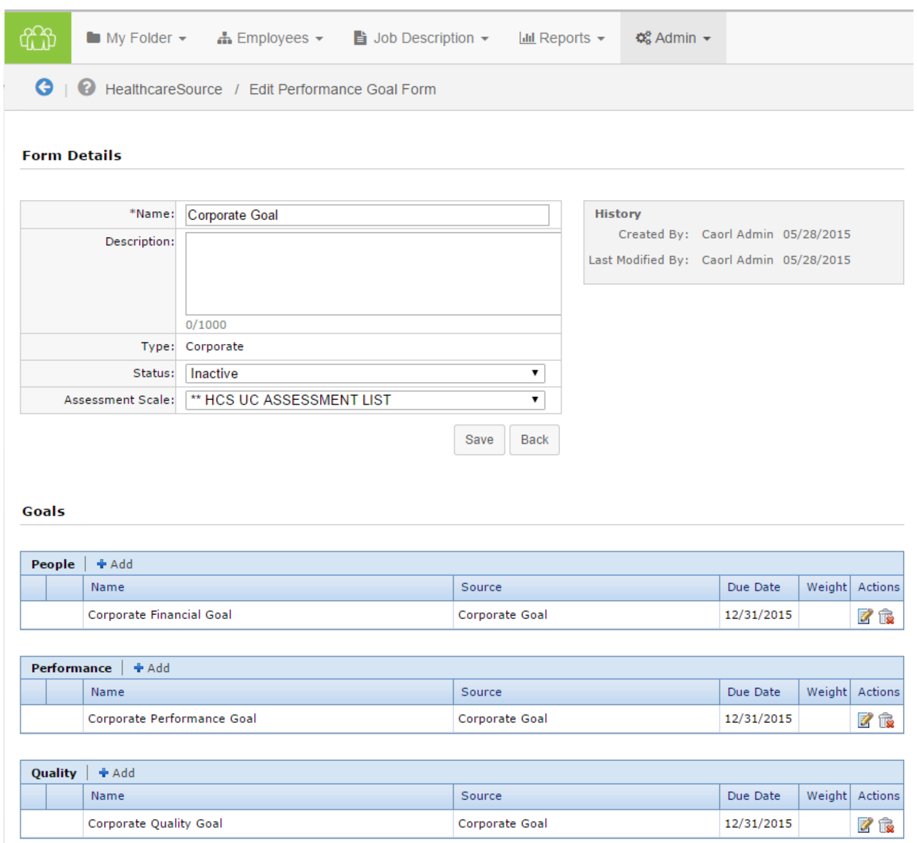
Though you can add, remove and edit pillars at any time, each new installation of the Goals module comes pre-loaded with five (5) standard pillars:

- Financial
- Growth
- People
- Quality
- Services

Goal Forms

Goal forms are where corporate, facility, and department goals are created in the system. These forms are used to define goals for individual employee goals to align to. There must be at least one (1) corporate form to start the goals process.

All goals on a goal form align, or link to, either a pillar or a higher level goal that has been added. For example, when creating a facility-level goal form, you can link a new goal to either a pillar, or a corporate-level goal from the related goal form.



Notes

Notes can be added to individual goals. Both managers and employees can add notes to a goal; only the person who created the note can delete it. Notes appear in the expanded view of the row for the desired goal, accessible by clicking the **+** button next to the goal.

Notes can be used to keep track of important details regarding the goal, provide status information when updating completion percentages, or simply correspondence between an employee and a manager.

When a goal has a note, a note icon appears under the "Notes" column in the goals table.


My Goals

Total Weight: 100.00%

Notes	Name	Description	Due Date	Weight	% Complete
	Increase QA satisfaction by 50%		08/31/2012	20%	0%

+ Add Notes

I could use some assistance getting major stakeholder buy-in on an updated quality plan for the department. Possible to get a meeting set up to drive consensus?
by Nancy Fritz on 7/25/2012

Tough one to meet! Let me know how I can support you in this effort.
by Barbara Elston-Hurdle on 7/25/2012

There are two types of notes that can be added to a goal:

- **Manager notes**. These are notes that are added to a goal when it is initially created, or when a manager returns to a goal form and edits an existing goal. Manager notes are not viewable by employees.
- **Goal notes**. Goal notes are notes added to individual goals that are viewable by anyone that has access to the employee goal form. Both managers and employees can create goal notes; only the person who created the goal note can delete it.

Check In Tasks

Check in tasks are reminders to review, or update, approved goals. They appear as tasks in a user's My Tasks table in Performance Manager.

Check in tasks are created when setting up a new appraisal schedule.

Notifications

In order to keep both employees and managers up to date with the progress of their goals in the system, automatic notifications are sent when certain actions take place:

- **Manager approval of goals**. When a manager approves an employee's goal form, the employee is sent an email notification.
- **Manager rejection of goals**. Employees also receive a notification if a manager rejects their submitted goal form. This isn't a notification of rejection; rather, when a manager rejects a goal form, the employee is re-assigned the task to enter their goals. Therefore, the employee receives a notification that they must enter their goals.

Using Goals

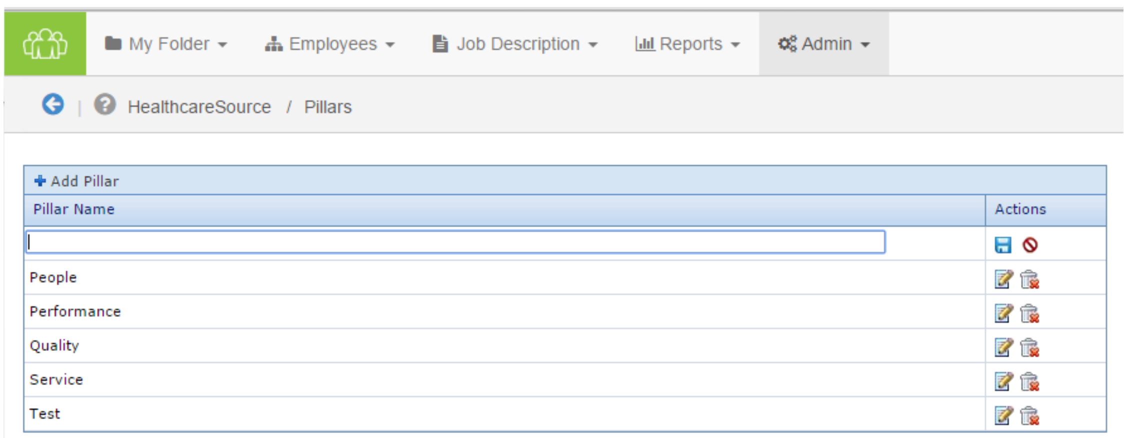
This section provides walkthroughs on how to perform the basic actions in the Goals module of Performance Manager. The procedures are presented in the same order in which they typically occur when a new customer adopts the Goals module.

Adding Pillars

The first step in setting up goals is to define pillars your company will use throughout the Goals module. Only system administrators are able to create pillars.

These steps are performed by an administrator.

1. Click the **Pillars** link under **Goals** in the **Admin** menu. This loads the *Pillars* page that contains the table of pillars for your company.
2. Click **Add Pillar** button at the top of the table. A new blank line is added to the Pillars table.



3. Type in a name for the new pillar in the new blank line.
4. Click the **Save** button to the right when finished.

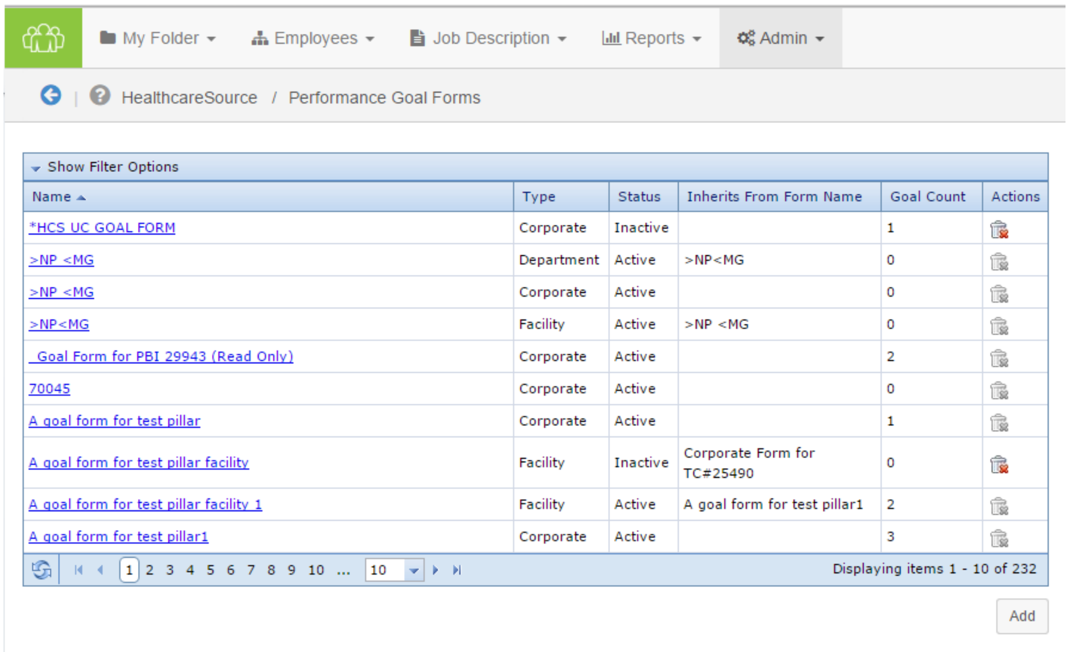
Repeat the above process until you have entered all necessary pillars for your company. Pillars are available for use in goal forms once they are saved to the system.

You can also edit existing pillars by clicking the **Edit** icon in the row of the pillar you wish to update.

Adding Goal Forms

The steps necessary to add a new Goal Form are performed by an administrator.

1. Click the **Performance Goal Forms** link in under **Goals** in the **Admin** menu. This loads the *Performance Goal Forms* page that contains the table of goal forms for your company.



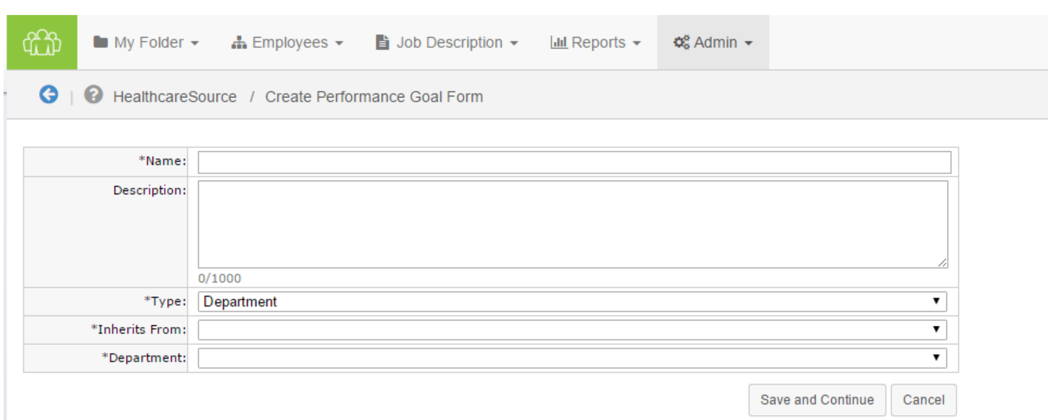
Name	Type	Status	Inherits From Form Name	Goal Count	Actions
*HCS UC GOAL FORM	Corporate	Inactive		1	
>NP <MG	Department	Active	>NP<MG	0	
>NP <MG	Corporate	Active		0	
>NP<MG	Facility	Active	>NP <MG	0	
Goal Form for PBI 29943 (Read Only)	Corporate	Active		2	
70045	Corporate	Active		0	
A goal form for test pillar	Corporate	Active		1	
A goal form for test pillar facility	Facility	Inactive	Corporate Form for TC#25490	0	
A goal form for test pillar facility 1	Facility	Active	A goal form for test pillar1	2	
A goal form for test pillar1	Corporate	Active		3	

2. Click the **Add** button under the table. The *Create Performance Goal Form* page opens.

3. Type in a **Name** for the new goal form.

4. Type in a **Description** for the new goal form, if necessary.

5. In the **Type** drop-down menu, select the type of goal form you are creating (corporate, facility, or department). Once a selection is made, additional fields will appear under the **Type** field based on your selection.



If you selected **Corporate**:

- Select an **Assessment Scale** from the drop-down list to use on the goal form.

If you selected **Facility**:

- In the **Inherits From** drop-down menu, select which *Corporate Goal Form* you wish to inherit goals from in your *Facility Goals* form.
- Select the **Facility** to associate with your new goal form from the drop-down menu.

If you selected **Department**:

- In the **Inherits From** drop-down menu, select which *Corporate* or *Facility Goal Form* you wish to inherit goals from in your *Department Goals* form.
- Select the **Department** to associate with your new goals form from the drop-down menu.

***Note**: The items available in the **Department** drop-down menu are controlled by the selection made in the **Inherits From** field.*

6. Click the **Save and Continue** button when finished. The *Edit Performance Goals* page opens. This is where the goals themselves are defined.
7. Under the Goals section of the form, locate the pillar or specific goal where you wish to align your goal.

If you want to create a new goal that aligns with a pillar:

1. Click the **Add** link next to the name of the select pillar. The *Add a Goal* pop-up window opens.
2. Type in a **Name** for the goal.
3. Type in a **Description** for the goal, if necessary.
4. Select a **Due Date** for the goal, if necessary.
5. Check the option if you wish to **Show this goal on appraisal** forms for employees.

   ***Note**: Selecting this option makes the **Due Date** and **Assessed By** fields required.*
6. Select a **Weight** for the goal, if necessary.
7. Select if you wish the goal to be **Assessed By** a *Manager* or *Administrator*.
8. Click the **Save** button when finished. The pop-up window closes and the new goal now appears in the list.

If you want to create a new goal that aligns with a specific goal:

1. Click the + next to the goal under the pillar to expand the row.
2. Click the **Add** link in the table that opens under the selected goal. The *Add a Goal* pop-up window opens.
3. Type in a **Name** for the goal.
4. Type in a **Description** for the goal, if necessary.
5. Select a **Due Date** for the goal, if necessary.
6. Check the option if you wish to **Show this goal on appraisal** forms for employees.

   Note: *Selecting this option makes the* ***Due Date*** *and* ***Assessed By*** *fields required.*
7. Select a **Weight** for the goal, if necessary.
8. Select if you wish the goal to be **Assessed By** a *Manager* or *Administrator*.
9. Click the **Save** button when finished. The pop-up window closes and the new goal now appears in the list.

When you have finished adding all the necessary goals to your form, click the **Save** button under the **Form Details** section of the *Edit Performance Goal Form* page. The new goal form is saved and ready to be used for employee goal creation.

Scheduling an Appraisal

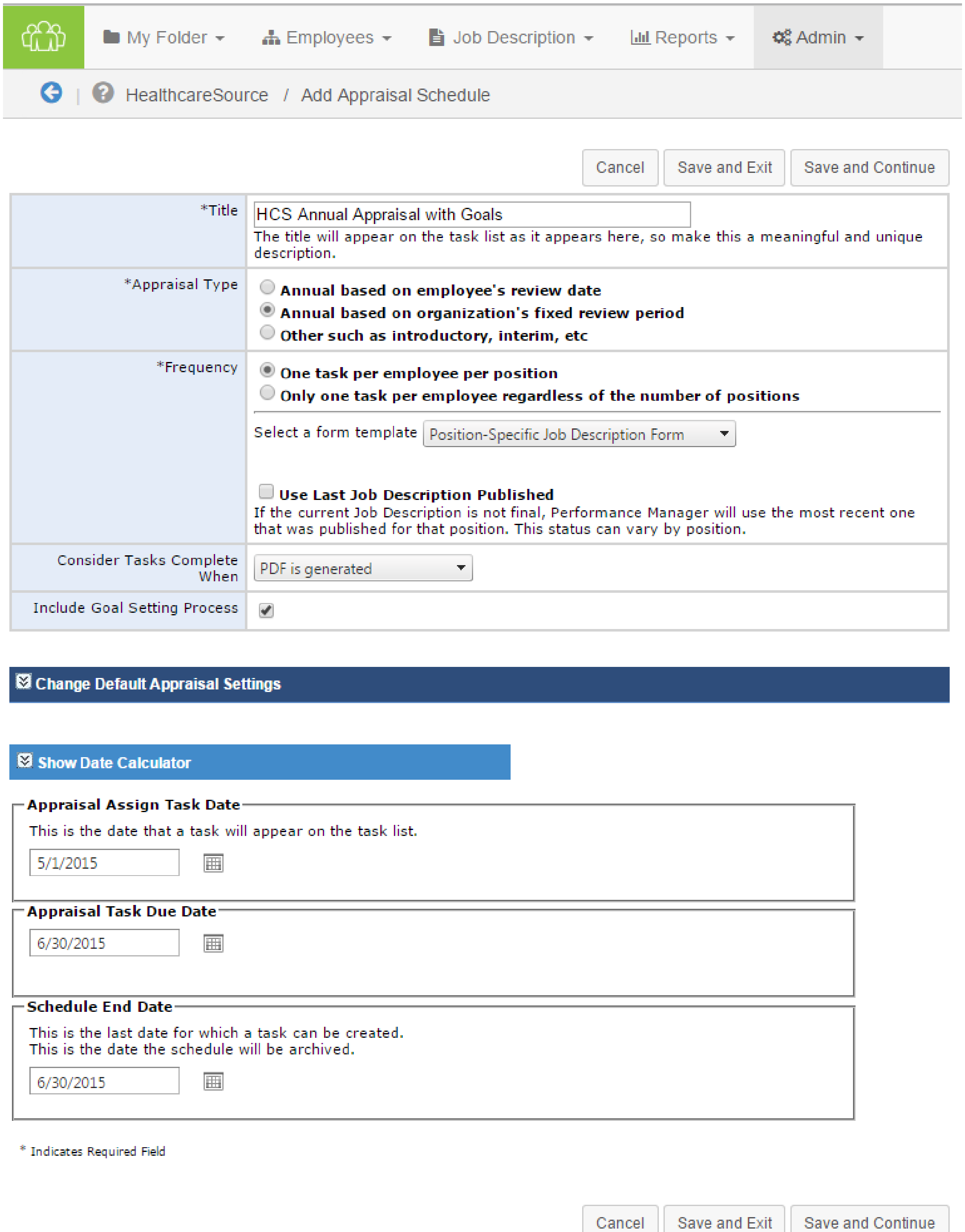
Scheduling an appraisal isn't specific to the Goals module; rather, goals use the existing scheduler to include performance ratings in employee reviews. With the scheduler, you can determine when appraisals take place, when reminders are sent, who gets to initially create individual goals (manager or employee), etc.

Scheduling appraisals is similar to scheduling other tasks in Performance Manager. The Goals module simply includes some additional options during the process.

These steps are performed by an administrator.

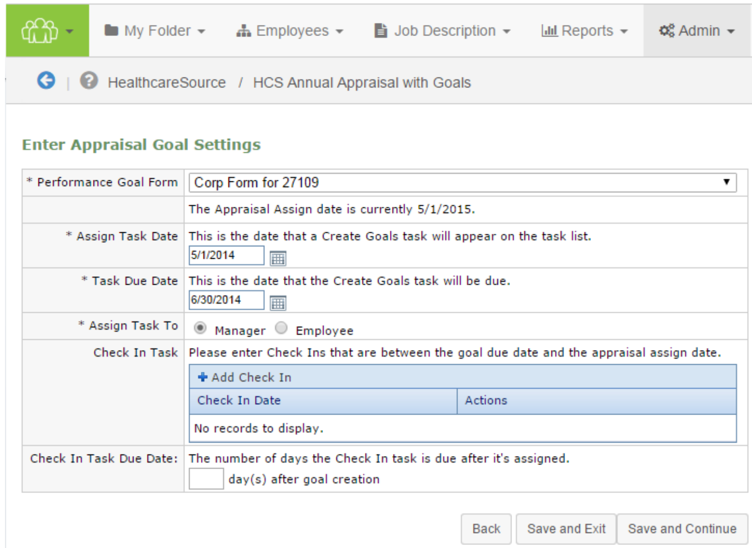
1. Click the **Appraisal Schedule** link under the **Admin** menu. This opens the *Appraisal Schedules* page.
2. Click the **Add** button above the table. The *Scheduled Appraisal Tasks* page opens.

3. Enter the necessary details into the form. Make sure to check off **Include Goal Setting Process** option.



4. When finished with the form, click the **Save and Continue** button. This opens the *Enter Appraisal Goal Settings* page.

5. Enter the necessary details into the *Goal Settings* form:

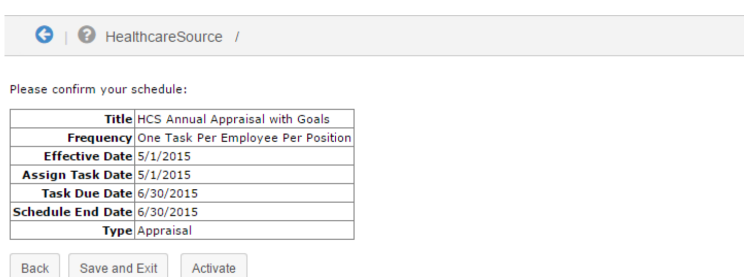


- Select the **Performance Goal Form** to associate your appraisal with. This drop-down only lists corporate goal forms.
- Select an **Assign Task Date**. This determines when the *Create Goals* task appears in the task list for the employee or manager.
- Select a **Task Due Date**. This is when the employee goals must be entered by.
- Select which user to **Assign Task To**. This can be either the *Manager* or *Employee*.

  Note: *If task is assigned to an employee, they will complete the necessary goals form and submit it to their manager for final approval. Managers can make edits to goals created by employees before approval.*

- Create a **Check In Task**, if necessary. This is a task that reminds a manager to review employee goals. The check in task appears in the manager's regular task list.
- Set the **Check In Task Due Date** by entering a number of days after goals are approved you wish the check in task to be due.

6. Click the **Save and Continue** button when finished. This opens the *Select Assignments* page.
7. On the *Select Assignments* page, select the necessary options for your appraisal schedule. You can choose to apply the appraisal to *Selected Employees* (where you must then add at least one employee to the table using the picker) or *All Employees*.
8. Click the **Save and Continue** button when finished. This opens the confirmation page.
9. If the details listed on the confirmation page are correct, click the **Activate** button to start the new appraisal process. This will send necessary notifications to users and assign tasks as necessary.



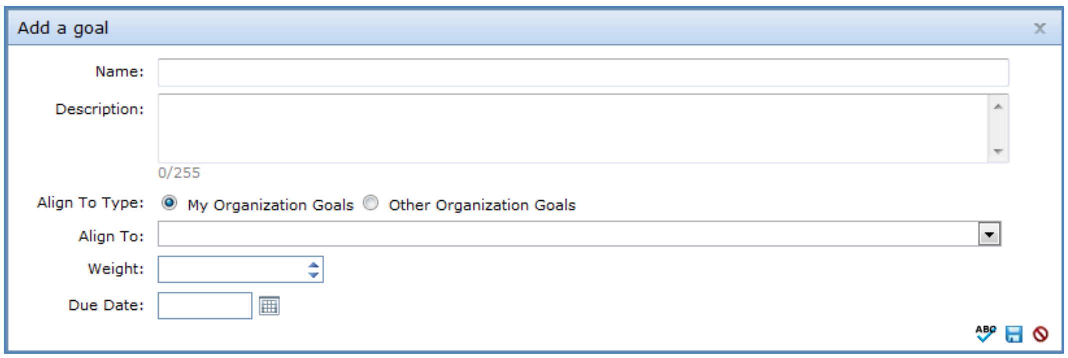
Adding Goals

Goals can be added by either a manager or an employee, depending on the options chosen when the appraisal is scheduled. Though the majority of the process is identical, the manager has additional options when adding goals to an employee's form.

A **Performance Goals** task appears in the user's task list when they have been assigned a goal form to complete for the appraisal schedule. Clicking the link from their task list opens the *Performance Goals* page, where goals can be reviewed, added, and edited.

To add new goals:

1. Click the **Add Goal** button at the top of the My Goals table. The *Add a goal* pop-up window opens.

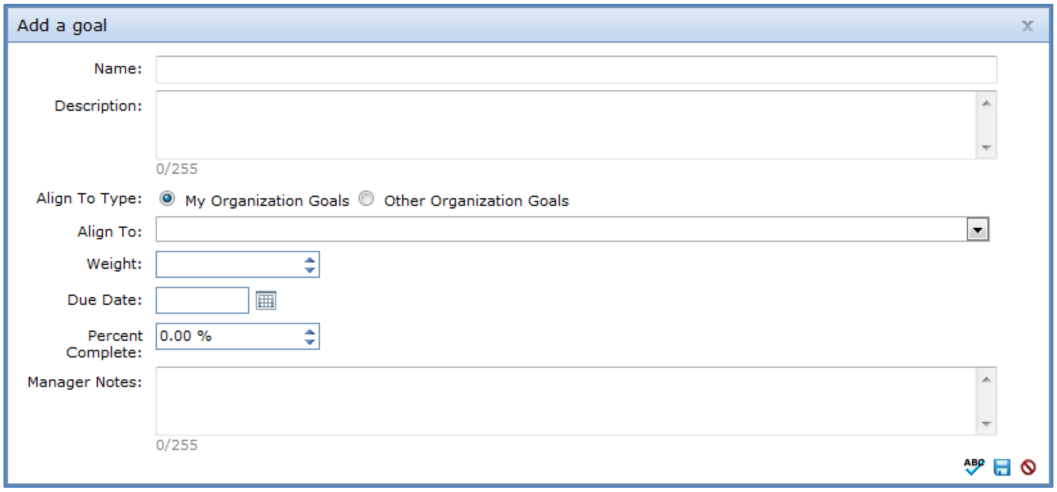


2. Enter a **Name** for the goal.
3. Enter a **Description** for the goal, if necessary.
4. From the **Align To** drop-down, select which pillar or goal you wish to align the new goal with.
5. Enter a **Weight** for the goal, if necessary.
6. Enter a **Due Date** for the goal.
7. Click the **Save** icon when complete. The pop-up window closes and the new goal now appears in the list.
8. Repeat steps 1 through 7 until all goals have been added to the table.

Once all the necessary goals have been added to the My Goals table, the employee must submit the goal form for approval from their manager. Users simply click the **Send for Approval** button under the table when they are ready to submit their goals.

***Note**: Remember, if you are using weights for your goals, the **Total Weight** of your goal form (shown in the upper right corner of the My Goals table) must equal 100% before you submit the form for approval.*

For managers entering goals for their employees, the process is the same except for two additional fields found in the *Add a goal* pop-up window.



As seen in the screenshot, the two additional fields are listed at the bottom of the window:

- **Percent Complete**. This is a percentage that represents how much of the goal has been completed.
- **Manager Notes**. This field holds notes the manager enters when creating the goal for the employee. Manager notes are not visible to the employee.

Reviewing and Approving Goals

After an employee submits their goal form, it is sent to their manager for review and approval. A **Performance Goals** task appears in the manager's task list when they have been assigned a goals form to review for an employee. Clicking the link from the task list opens the *Performance Goals* page, where goals can be reviewed, added, and edited.

The manager can make any edits they deem necessary to the employee's goal form. This includes adding, removing, and editing goals. It is important to remember that the **Total Weight** for all the goals must equal 100% before you can approve the form.

Managers also have the option to **Reject** an employee's submitted goals. When a manger rejects a goal form, it is sent back to the employee so they can make edits and re-submit the form.

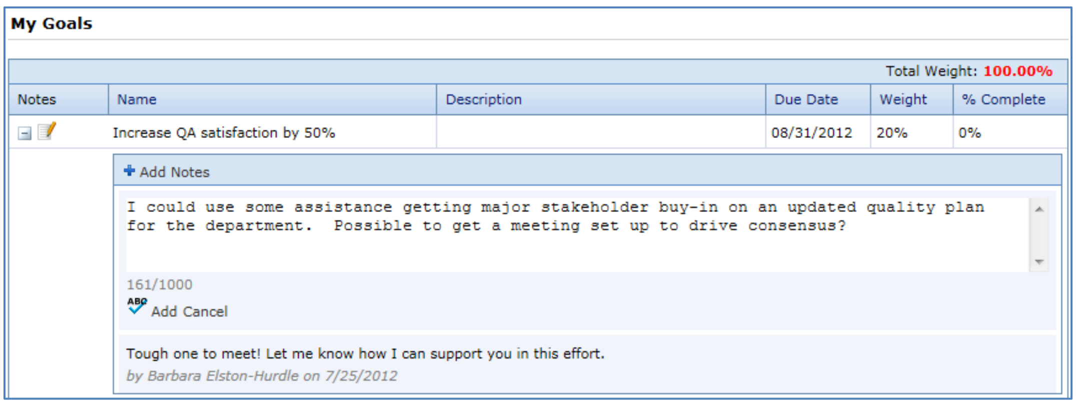
When finished reviewing and revising the goals form, click the **Approve** button under the Individual Goals for [Employee name] table to finalize the process. The page reloads and displays the **Tasks** list, which no longer shows the task to review employee goals.

Adding Notes

Goal notes are added to individual goals from a goal form. An employee can reach their goal form by clicking the **Goals** link in the sub-header of the **My Folder** tab in Performance Manager.

To add a new goal note:

1. From the goal form of the desired employee, click the **+** next to the goal where you want to add a note. This expands the row and displays any previous notes that may have been left.
2. Click the **Add Notes** button in the expanded row. A new text box is added to the row above any previous notes.
3. Type in text for the new note.



4. Click the **Add** link under the text box when finished with the note. The row reloads to show the new note has been added to the goal. Employees with access to the goal form can now view the note and respond.

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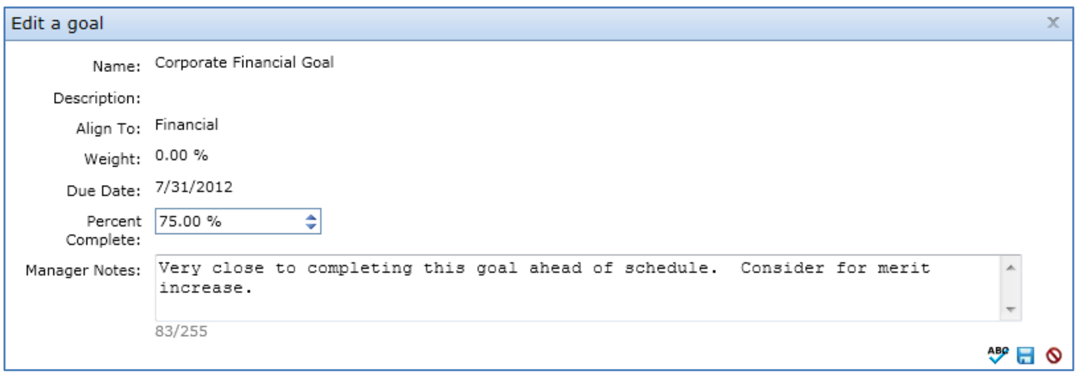
Updating Goals

Updating a goal consists of either adding notes (both managers and employees) and/or changing the **Percent Complete** field for a goal (managers only).

For a manager to update the **Percent Complete** field:

1. From the *Employee List* page under the **Employees** area, click the **Goals** link in the table for the desired employee. This opens the employee page.
2. Click the link under the **Performance Goals** section. This opens the employee's *Performance Goals* page.
3. Locate the goal you wish to update and click the **Edit** icon. This opens the *Edit a Goal* pop-up window.



4. Make the necessary changes to the **Percent Complete** field.
5. Add any **Manager Notes**, if necessary.
6. Click the **Save** icon when finished making changes. The goal is now updated.

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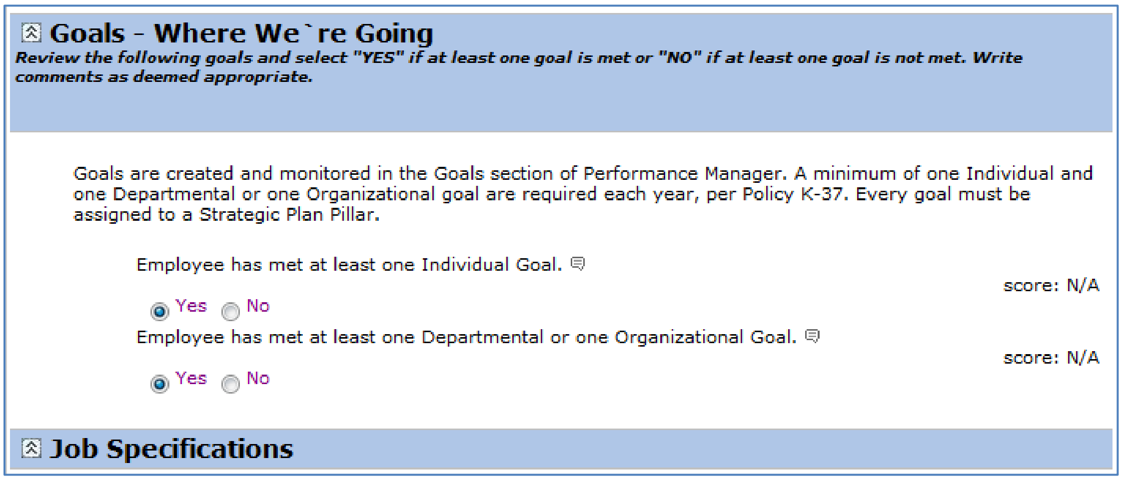
Assessing Goals

Employee goals are evaluated and rated during scheduled assessments by managers. When managers complete assessment forms, a Goals section is included where they use the selected assessment scale to rate the employee against their defined goals.

No special steps are required to assess goals; simply select the ratings for the defined goals in the Goals section of the assessment form.



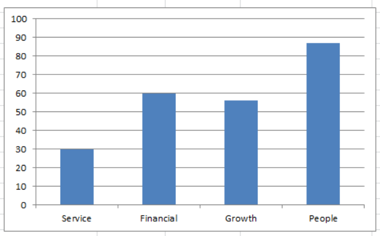
Goals Reports

With the addition of the Goals module to Performance Manager, two new reports are available to users. These reports have been designed to provide users with status and goal completion data to help manage the overall goals process across departments and an entire organization.

Goal reports are found under the **Reports** area along with other Performance Manager reports.

Goal Completion Status

The Goal Completion Status report provides insight into the overall performance of employees in relation to their defined goals. This report tracks the completion status of individual employee goals and ties those statistics back to related corporate goals and pillars.

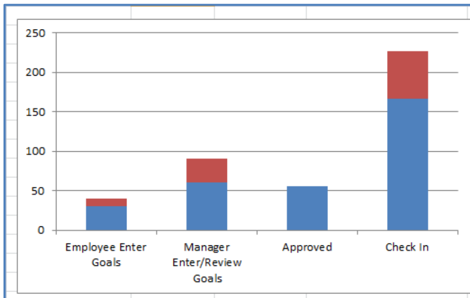


Pillar	
Service	30
Financial	60
Growth	56
People	87

Facility/Department	Manager	Employee	Position	Job Code	Goal Form	Pillar	Goal	Approval Status	Completion %	Due Date	Weighting	Aligned To
Healthcaresource: Administration	Abernathy, Brian	Colwell, Christian	Administrative Systems Analyst	107	2012 Corp Goals	Service	Increase HCAHPS to 1 point greater than prior year percent top box.	Approved	10	12/31/2012	10	Service Excellence
		Colwell, Christian	Administrative Systems Analyst	107	2012 Corp Goals	Growth	Reduce employee turnover by X% as measured by report Y.	Approved	20	12/31/2012	20	Individual Initiatives
		Colwell, Christian	Administrative Systems Analyst	107	2012 Corp Goals	Quality	Reduce falls per 1000 patient days to 3.5.	Approved	100	12/31/2012	15	Safety
		Colwell, Christian	Administrative Systems Analyst	107	2012 Corp Goals	People	Maintain interdepartmental satisfaction survey score of 4.0 or greater.	Approved	75	12/31/2012	10	Departmental Initiative
		Hamilton, Sheila	Admitting Coordinator	106	2012 Corp Goals	Service	Increase HCAHPS to 1 point greater than prior year percent top box.	Approved	10	12/31/2012	10	Service Excellence
		Hamilton, Sheila	Admitting Coordinator	106	2012 Corp Goals	Growth	Reduce employee turnover by X% as measured by report Y.	Approved	20	12/31/2012	20	Individual Initiatives
		Hamilton, Sheila	Admitting Coordinator	106	2012 Corp Goals	Quality	Reduce falls per 1000 patient days to 3.5.	Approved	100	12/31/2012	15	Safety
		Hamilton, Sheila	Admitting Coordinator	106	2012 Corp Goals	People	Maintain interdepartmental satisfaction survey score of 4.0 or greater.	Approved	75	12/31/2012	10	Departmental Initiative

Goal Task Status

The Goal Task Status report provides an overview of the tasks associated with goals. This includes the defining of goals, manager approval, and any scheduled check-ins.



Task	Not Due	Past Due
Employee Enter Goals	30	10
Manager Enter/Review Goals	60	30
Approved	56	NA
Check In	167	60

Facility/Department	Manager	Employee	Position	Job Code	Goal Form	Task	Task Due Date	# Goals	Past Due?
Healthcaresource: Administration	Abernathy, Brian	Colwell, Christian	Administrative Systems Analyst	107	2012 Corp Goals	Employee Enter Goals	12/31/2012	4	Yes
		Hamilton, Sheila	Admitting Coordinator	106	2012 Corp Goals	Check In	12/31/2012	8	No

Goals Administration

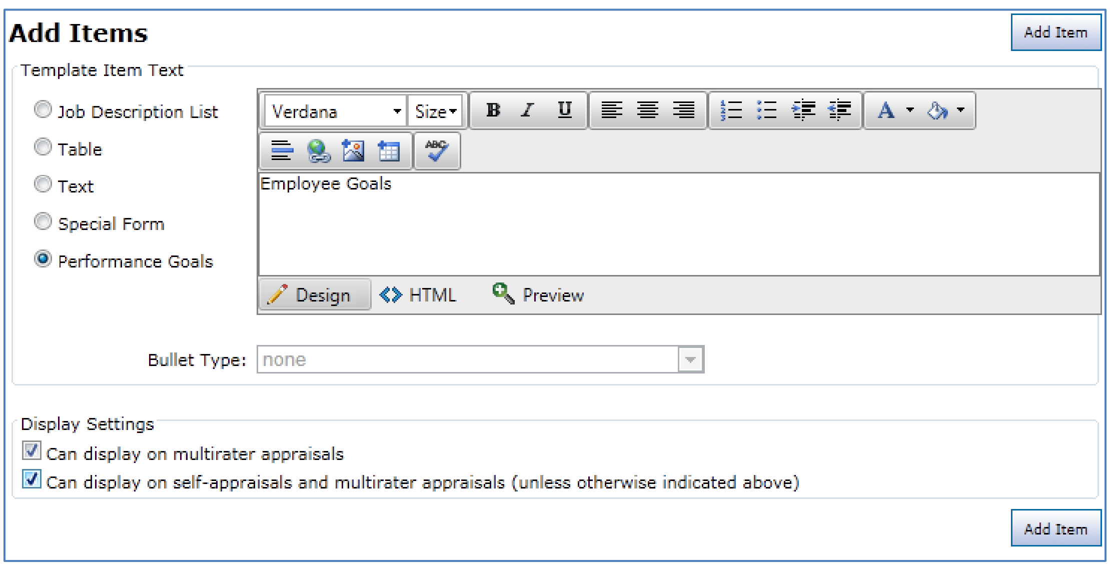
The Goals module has an administrative area that provides access to system configuration and usability options. This area is only accessible to users that have the necessary system privileges.

While the majority of work performed in the Administration area takes place upon initial setup of the Goals module, many options can be edited or added at any time.

Adding Goals to Job Description Forms

In order to utilize Goals in appraisal forms, the goals section must be added to job description forms. This allows the appraisal forms to pull in employee goals during scheduled evaluations.

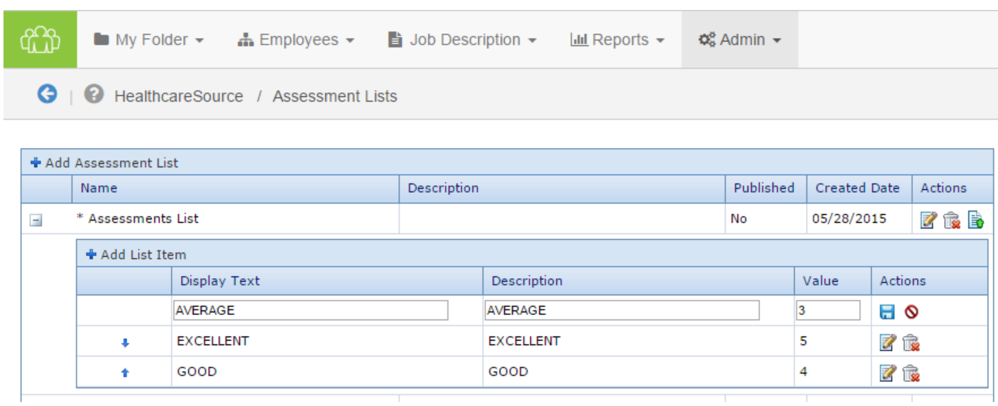
Users require Administrator access to job description templates in order to add goals to appraisal forms. When adding new sections to job description templates, select the **Performance Goals** option from the list on the left. The available text box is used to label the goals section and include instructions that appear on the appraisal form.



Adding Assessment Lists

New assessment lists can be added to the system at any time.

1. Click the **Assessment Lists** link under **Goals** in the **Admin** area. This loads the *Assessment Lists* page that contains the table of lists for your company.
2. Click the **Add Assessment Lists** button at the top of the table. A new blank line is added to the Assessment Lists table.
3. Type in a **Name** for the new list.
4. Type in a **Description** for the list, if necessary.
5. Click the **Save** button when finished. A **+** appears to the left of the new entry when the save is complete.
6. Click the **+** to the left of the new entry to expand the row. This displays the options available for the assessment list. If this is a new list, the sub-table will be empty.
7. Click the **Add List Item** link at the top of the sub-table for the list. A new blank row appears in the table.
8. Type in what you would like the list item to show as under **Display Text**.
9. Type in additional descriptive text you want to appear under **Description**, if necessary.
10. If desired, type in a Value for the list item.



11. Click the **Save** button when finished.
12. Repeat steps 8 through 12 until all desired items have been added to the list.
13. If necessary, use the arrow buttons to the left of the list items to reorder the list.
14. When you have finished adding and reordering list items for the new assessment list, you must click the **Publish** button in the “Actions” column in order to make the list available for use in goal forms.

    Note: *Once you publish an assessment list, it cannot be edited.*

Copying an Assessment List

As an alternative to creating a new assessment list, you can copy an existing assessment list and use it as a template to create a modified version for use.

1. Click the **Assessment Lists** link under **Goals** in the **Admin** area. This loads the *Assessment Lists* page that contains the table of lists for your company.
2. Click the **Copy** button next to any assessment list in the table. This creates a copy of the list using the original name of the list appended with the current date.
3. Click the **Edit** button to update the **Name** and **Description** for the new list.
4. Click the **Save** button when finished.
5. Click the **+** next to the list to expand the row and view the available options for the assessment list.
6. Make any necessary edits to the list items by clicking the **Edit** button next to those items that require updates.
7. Click the **Save** button when finished.
8. If necessary, use the arrow buttons to the left of the list items to reorder the list.
9. When you have finished adding and reordering list items for the new assessment list, you must click the **Publish** button in the "Actions" column in order to make the list available for use in goal forms.

   ***Note**: Once you publish an assessment list, it cannot be edited.*

Editing Assessment Lists

All aspects of an assessment list can be edited up until the point the list is published for use. Once a list is published, it cannot be edited or deleted.

1. Click the **Assessment Lists** link under **Goals** in the **Admin** area. This loads the *Assessment Lists* page that contains the table of lists for your company.
2. Click the **Edit** button next to the desired list to update the **Name** and **Description** for the list.
3. Click the **Save** button when finished.
4. Click the **+** next to the list to expand the row and view the available options for the assessment list.
5. Make any necessary edits to the list items by clicking the **Edit** button next to those items that require updates.
6. Click the **Save** button when finished.
7. If necessary, use the arrow buttons to the left of the list items to reorder the list.
8. When you have finished adding and reordering list items for the assessment list, you must click the **Publish** button in the "Actions" column in order to make the list available for use in goal forms.

   Note: *Once you publish an assessment list, it cannot be edited.*