



# Performance Management – FY09 Goal Setting

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October 2008

# Session Objectives

- Understand the rationale for the DOE's Performance Management initiative
- Review the annual Performance Management cycle and process to set FY09 Operational goals
- Learn the approach to setting SMART performance goals
- Learn how to write performance summaries based on progress toward goals
- View a demo of the DOE's online e-Performance (NYCAPS) module
- Become familiar with available training materials, tools and Help Desk Support
- Understand next steps and key dates

# Why Performance Management

- Performance management continues as one of the Chancellor's key strategic priorities:
  - *Design and implement an organization-wide performance management system beginning in FY08*
- Lead and drive accountability and results aligned with DOE culture – accountability, leadership and empowerment
- Set the standard for performance and results
- Provide the opportunity to adjust and modify goals, as needed, throughout the year
- Successful FY08 pilot now expanding to 850 Managers

# Performance Management Annual Cycle



# Establishing Your Goals

## Definition of a Goal

A goal is a specific result that is important to achieve for individual and organizational success

## Goals are based on the Chancellor's priorities

- The Chancellor's priorities "cascade" down through the organization as a series of smaller goals that describe what each division or department will achieve
- These goals are then broken down further until each individual has their own performance goals

## Three Categories of Goals for all DOE Managers

- Student Achievement
- Principal Satisfaction
- Operational (except School Support Organizations – SSOs)

# Establishing Your Goals

## Three Categories of Goals

### Student Achievement

- City-wide Achievement targets apply to all Managers:
  - Four and six-year graduation rates plus math and ELA rates
- Additional Achievement targets apply to School Support Organizations (SSO's)

### Principal Satisfaction

- City-wide Satisfaction targets apply to all Managers:
  - Based on Principal Satisfaction Survey results
  - “DOE Overall” (Survey Question #1) applies to all Managers
- Additional Principal Satisfaction Survey questions may also apply to Divisions

### Operational

- Based on the Chancellor's FY09 Strategic Priorities
- Each Manager will have 5-7 individual goals
- Weights assigned to each goal based on impact to the organization

# Individual Operational Goals – Based on FY09 Chancellor’s Priorities

## Embed *Children’s First* Reforms with a Focus on Sustainability

- A. Empower teachers to be accountable for the achievement of all their students through:
  - i. Expansion of the Inquiry Team process.
  - ii. Accessibility to resources and collaboration through a robust Knowledge Management system.
  - iii. Accessibility to critical performance-related information on a timely basis.
  - iv. The availability of Teacher-Value-Added data.
- B. Enable parents to better support their students’ achievement through:
  - i. Providing parents with key performance data on both students and schools.
  - ii. Improving the quality of our responsiveness to and engagement with parents.
- C. Improve the effectiveness and efficiency of all operations throughout the system in supporting student achievement and equity, including:
  - i. Enrollment processes and special education placements.
  - ii. Roll-out of the second year-release of ARIS.
  - iii. Stronger integration of services to Principals and reduction in work not directly tied to student achievement.
- D. Improve Teacher and Principal quality by:
  - i. Supporting Principals in exiting low performers through rigorous annual-evaluation and tenure-decision processes.
  - ii. Increasing the quality of applicants through an evaluation process against research-proven criteria for future success.
  - iii. Adequately funding alternative sources of potential teachers, such as Teaching Fellows and TFA, to ensure sufficient numbers of well trained teachers, especially in shortage areas.
  - iv. Reforming training and professional development efforts into a 21st century teacher-competency model.
- E. Accelerate work on key initiatives to improve student achievement via the Middle School Success Plan and the revision of CTE.

# Establishing Your Goals

## Steps to Creating a Goal

1. Review the Chancellor's priorities and the goals of your division Manager's; think about how those "cascade" to your work
2. Develop 5-7 individual goals based on desired outcomes as a result of accomplishing the goal; each goal statement should include:
  - What is to be accomplished
  - The measurable outcome
  - When the activity will be completed
3. Apply the SMART method to each goal
4. Select the Chancellor's priority that aligns to each goal
5. Assign weights to each goal based on the relative impact each will have to the organization
6. Review your draft goals with your Manager

# Establishing Your Goals

## Setting SMART Performance Goals

	Less Effective	SMARTer Goals
<b><u>S</u>pecific</b>	Support Principals in managing talent in their schools.	70% of Principals indicate on the survey that their HR Partner is “extremely valuable” in helping them to manage talent in their schools.
<b><u>M</u>easurable</b>	Support schools in filling teacher vacancies.	Build a pool of at least 45,000 qualified candidates to fill next year’s teacher vacancies.
<b><u>A</u>chievable</b>	Reduce teacher resignation by 25%.	Reduce teacher resignation by 5%.
<b><u>R</u>ealistic</b>	Interview and screen all new teacher candidates.	Ensure 100% of new teacher candidates take Gallup New Teacher Perceiver as part of online application process.
<b><u>T</u>ime-Bound</b>	Launch new Principal selection process.	Launch Phase I of new Principal selection process (100 candidates identified) by December 31 and Phase II of the process (350 candidates identified) by 4/30.

# Establishing Your Goals

## An Example

### **Chancellor's Strategic Priority**

*Improve effectiveness of operations*

### **Division Operational Goal**

*Leverage data analysis to determine budget trends*

### **Desired Outcome**

*Continuously improve knowledge management capability so that budget history, trends, key data and answers to most common questions are readily available to team members to support client inquiries*

### **Individual SMART Goal**

*Knowledge management capability of the Division team is improved through access to a shared online "Learning Repository." Build content for the repository by end of 1<sup>st</sup> Qtr '09 and "go live" by Oct. 30<sup>th</sup>. Provide staff training to maximize use of new tool by Nov. 30<sup>th</sup>.*

# Weighting Each Goal

- Determine the weighting of each goal based on the organizational impact
- Each goal section is weighted equally: Achievement, Satisfaction, Operational
- The sum of the percentages in each section must equal 100%
- Throughout the year, the weighting of individual goals may be adjusted based on changes in divisional priorities

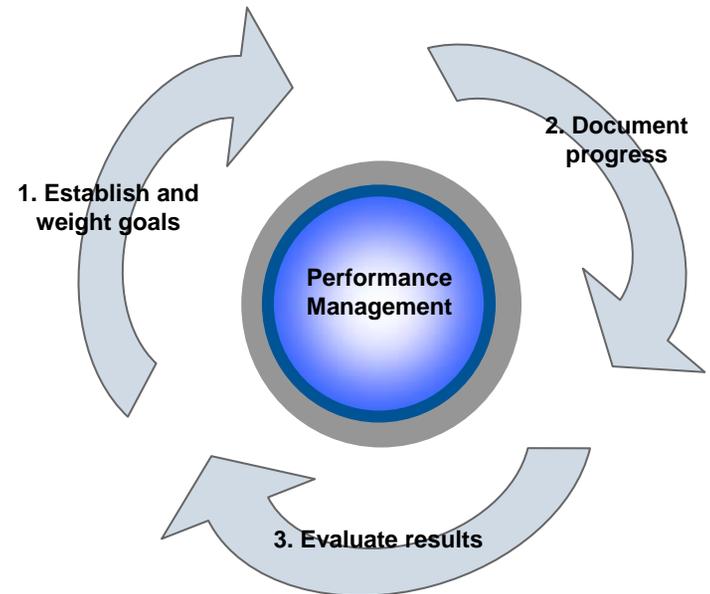
The screenshot displays the NYCAPS interface with a menu on the left and three goal sections on the right. The 'Achievement Goals' section has a 'Summary Weight' of 33%. The 'Satisfaction Goals' section has a 'Summary Weight' of 34%. The 'Operational Goals' section has a 'Weight' of 0%. A bracket on the right side of the screenshot groups these three sections under the label 'Overall section goal weights'.

Goal Section	Summary Weight	Minimum Weight
Achievement Goals	33 %	0 %
Satisfaction Goals	34 %	0 %
Operational Goals	0 %	0 %

# Performance Management Annual Cycle

Enabled by NYCAPS ePerformance

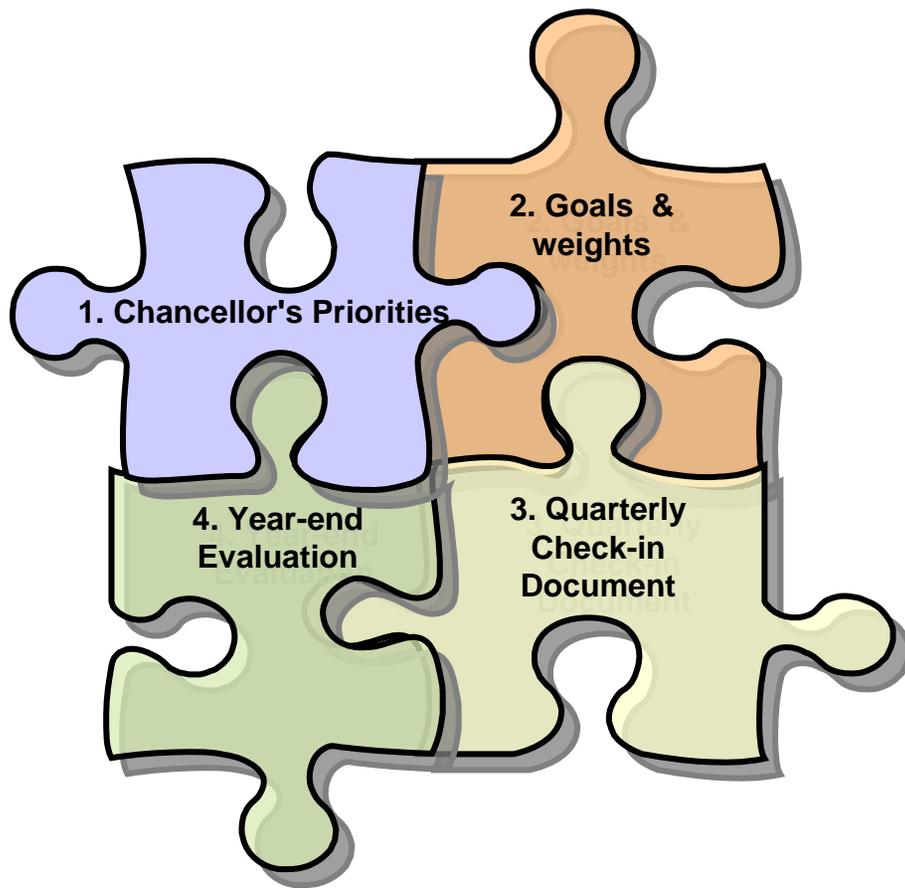
1. Once finalized, goals and weights are entered into the DOE's online ePerformance System (NYCAPS)
2. Each quarter, progress toward goals is documented in NYCAPS for "check-ins" with your Manager
3. Progress toward goals and year-end summary assessments become the basis of the year-end evaluation



# NYCAPS Overview

- The New York City Automated Personnel System (NYCAPS) is the City's first integrated online human resources system (PeopleSoft)
- As of Sept. 2007, data for most of DOE's administrative Employees is archived and managed in NYCAPS
  - Instructional Employees added for Performance Management
- Includes a Performance Management module which enables:
  - Individual goals to be captured and archived
  - Online exchange of performance "documents" between Employees and Managers
- Will ultimately enable full "self-service" by Managers and Employees

# NYCAPS ePerformance Features



## ***NYCAPS ePerformance Features***

- Captures individual goals and weightings
- Allows for alignment of each goal to one of the Chancellor's Priorities
- Online "document" to note progress on goals for quarterly "check-ins" with your Manager
- Includes year-end self-assessment and Manager's assessment based on progress toward goals
- Year-end evaluation based on "check-in" summary comments and assessments
- Accessible 24/7 to make real-time updates

# Documenting Quarterly Progress

What You Need to Do for each “Check-In”

Quarterly Check-Ins will occur in January and May 2009

## Quarterly Check-In “document”

- Online-Performance Management document is used to document progress toward goals (Comments section)
  - Status of each goal, barriers to success, and any support needed
- Individual completes the document, then routes it to his/her Manager for review and approval
- Used as basis for Quarterly Reviews “Check-In” discussions on progress toward goals

# Documenting Progress Example

Operational Goals

[Update Operational Goals Criteria](#)

**Operational Goal 1**

**Description:** By June 30, complete model of value-added teacher data, deliver at least one set of value-added data reports to half of the 300 principals in pilot study, and complete research with principals.

**Comments:** I am on track to achieve this goal: Draft reports launched in 20 elementary, 19 middle schools and 23 high schools as of Dec. 20th. To meet June 2008 target, 5 additional elementary school, 6 middle school and 2 high school pilots will be in place by Feb. 15th. Technology challenges outlined and add'l resource needs identified.

**Operational Goal 2**

**Description:** By Feb. 2008 identify most predictive indicators of future teacher effectiveness based on research and sound hypotheses. Ensure use of indicators in decision-making at central and school level during spring hiring season.

**Comments:**

**Operational Goal 3**

Save for Later Complete

[Return to Performance Document Selection](#)

Go To: [Employee Home](#)  
[Performance Management Home](#)  
[Performance Notes](#)  
[Printable Performance Document](#)

## Key Manager (Employee) comments on:

- Status of goal
- Barriers to success
- Supports needed

Once comments are complete, they are available for Manager review

# Workflow

Check-In document rotates between Employee and Manager throughout the year

**Employees**

**Managers**

1. Employee enters goals and weights and aligns each goal to one of the Chancellor's priorities.
2. Updates document with comments related to their established goals.
3. Employee notifies Manager by email that document has been updated.

**Employee's  
On-Line  
Quarterly  
Check-In  
Document**

- Repeat the process quarterly*
6. Manager and Employee discuss goals status and feedback.
  5. Manager notifies Employee by email.
  4. Manager reviews document.

*Repeat the process quarterly*

# Year – End Evaluation

At the end of the annual performance cycle (October), Employees summarize their final results achieved and complete a self-assessment, using the NYCAPS tool, for each individual goal based on the following rating scale:

## Performance Rating Categories

- 4 – Results Exceeded Goal
- 3 – Fully Accomplished Goal
- 2 – Partially Accomplished Goal
- 1 – Did Not Accomplish Goal

Employees also provide comments (i.e. examples and evidence of results) for the Manager to review and consider as part of the Manager’s final rating and evaluation.

# How to Access NYCAPS

- Open an Internet Browser. If your Home Page does not default to Cityshare, type:
  - <http://cityshare.nycnet>
- Click on “**Working**” on the left hand side of the menu
- Click on **NYCAPS**
- Enter your **User ID** and **Password**
- **User ID:**  
Your User ID is your Employee ID number, which is the 7-digit Reference number on your paycheck stub.
- **Password:**  
**New NYCAPS Users:** Your initial password is the last 2 digits of your SSN and the 8 numerical digits of your birth date. e.g. if your SSN is 123-45-6789 and your birth date is 11-05-1980, your initial password is 8911051980.
- The system will prompt you to change your password.

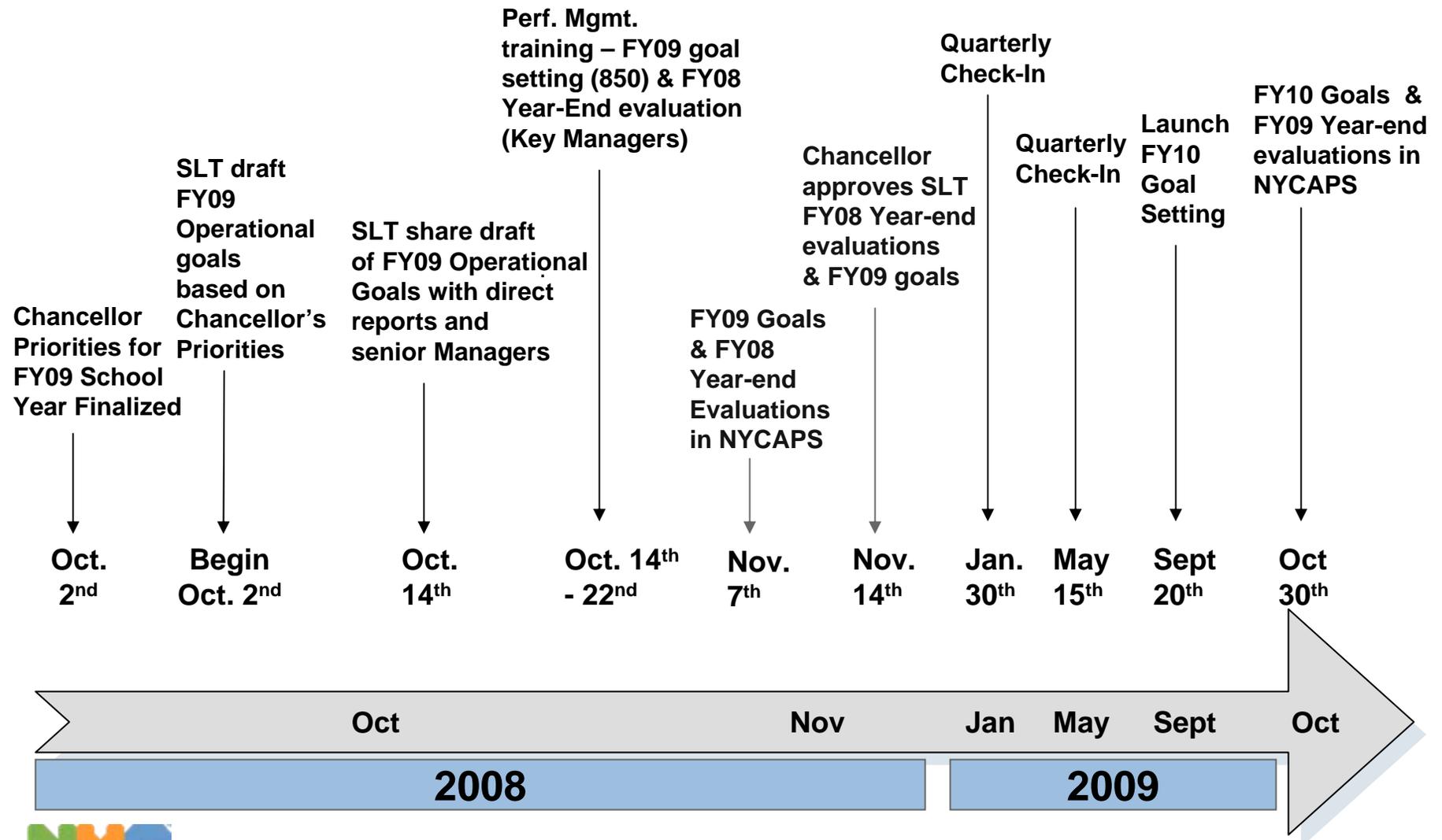
# Changing Your Password In NYCAPS and Setting up 'Forgot your Password'

1. Navigate to: **Change My Password**
2. Enter your Current Password in the “**Current Password**” field.
3. Enter a New Password in the “**New Password**” field.
4. Enter the same password from step two again in the “**Confirm Password**” field.
5. Click “**Change Password**” to complete the process.
6. On the confirmation page click “**OK**” to accept your password change. (NOTE: Continue to step 7 for Setting up 'Forgot your Password')



7. Click on “**Change Password**” to proceed.
8. Answer 5 of the 10 Security Questions.
9. Click on “**OK**” to proceed.
10. The following message will appear: **Your password has successfully been changed.**
11. Click on “**OK**” to proceed.
12. Logout and login again using the new password to make sure you can login.

# FY09 Goal Setting Timeline and Approach



# NYCAPS DEMO

# Customer Support

To help assist with questions you may have, contact HR Connect

Call: (718) 935 – 4001

## **Customer Support Model:**

### **Tier One (HR Connect)**

- Trouble accessing NYCAPS
- Log In Issues
- Password Resets

### **Tier Two (DHR Org Svcs) – Notified from Tier One**

- Content / Tool Navigation Issues
- Process and HR Advice and Counsel

# Training Materials

To access the training materials: 2 locations

1. On the DOE's website

*Navigate to:* <http://schools.nyc.gov/Offices/DHR/CentralAdministrativeManagerialEmployees/default.htm>

2. On the Cityshare website

*Navigate to:* <https://cityshare.nycnet> → Human Resources → Employee Self Service

In addition to the presentation, the following Job Aids are available on the DOE Intranet as well as on Cityshare:

- *How to Get Started*
- *Employee Goal Setting*
- *Setting Goal Weights in NYCAPS*
- *Update Goals (Quarterly Check In) Process*
- *Employee Evaluation Process*

## Next Steps

1. Access NYCAPS Tool and reset your initial password
2. Draft your performance goals and assign a weighting to each one
3. Make sure your goals are SMART
4. Submit your goals online for your Manager to review
5. Meet with your Manager to discuss and finalize your goals

## Key Dates to Remember:

- ✓ Oct. 1<sup>st</sup> – NYCAPS Tool Opens
- ✓ Nov. 7<sup>th</sup> – Deadline for your Manager to approve FY09 goals in NYCAPS
- ✓ Jan – First Quarterly Check-In

# Questions?

