



# PERFORMANCE MANAGEMENT FREQUENTLY ASKED QUESTIONS (FAQs)



**Indiana State**  
**Personnel Department**

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# Frequently Asked Questions

## 1. Where can I get help with performance management activities?

You may reach out to your agency's assigned HR representative, Performance Management Consultant, or the Performance Management Division via email ([PerformanceManagement@spd.in.gov](mailto:PerformanceManagement@spd.in.gov)) for consultation and help. You can also visit the Monarch SharePoint Site at <https://ingov.sharepoint.com/sites/SOIMonarch/>.

## 2. How can I access SAP SuccessFactors?

Use this [link](#) to access SAP SuccessFactors.

## 3. How can I view and change accessibility options to optimize the use of SAP SuccessFactors applications?

Yes, you can go to settings (click on your name in the top right corner) and utilize the following settings:

- Enhanced Screen Readers Support – Allows data visualizations to be read by screen readers.
- Color Vision Adjustments – Changes the color scheme to ensure users can distinguish colors on the screen.
- High Contrast – Changes the color scheme to allow for white text on a black background or black text on a white background.
- Enhanced Keyboard Navigation – Provides onscreen instructions for non-standard keyboard controls.

## 4. A manager on my team is on leave or is no longer managing employees in my hierarchy. What will happen to their team's Goal Plans and in progress Performance Forms?

SAP SuccessFactors will search for the next manager available in the hierarchy and allow this manager access to current Goal Plans and in-progress forms within 48 hours.

## 5. I will be managing a new or transferring employee on my team. How soon will I be able to access their Goal Plans and Performance Forms?

You should have access to the Goal Plan and Performance Forms of your new or transferring employee within 48 hours.



For Additional Information, Please Visit <https://ingov.sharepoint.com/sites/SOIMonarch/> or contact your HR representative.

## **6. My dashboard is displaying “There is no data to be visualized”. How can I update this or interact with my dashboard?**

Click on the words “There is no data to be visualized” and then select the filter in the top right corner of the dashboard. From here you can update the filters to pull in the information you need to access.

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# Competency FAQs

## **7. What is the difference between a goal and a competency?**

Goals are the SMART outcomes we seek to accomplish that align with the organization’s vision, mission, and plan. An employee’s goals should reflect the responsibilities of the role by outlining the ongoing expectations of quality, timeliness, and/or delivery. The job description is a great resource to ensure goals are relevant to an individual’s role and achievable for their skill level.

Competencies are the ideal attributes of an individual in an organization or role that can be measured by observed behavior and improved with training. The statewide and supervisor competencies represent the core values of all State of Indiana employees and the expectations of our managers. The role-based competencies represent the most important and frequently exhibited behaviors that enable success in a role.

## **8. How can competencies help an individual achieve goals or complete work assignments?**

Goals are the SMART outcomes an employee seeks to accomplish and competencies are how an employee approaches achieving those outcomes. Employees often exhibit competencies as they work to achieve goal success and carry out daily tasks. For example, as part of an employee’s job, they are required to answer client calls and enter relevant case management data in the system. Their manager outlined a goal for them to ‘decrease the average number of data errors submitted for client cases’. While working towards this goal, the employee is expected to use a few key competencies:

Delivering High-Quality Work – the employee has an expectation of low error rates requiring attention for detail and proactive steps to mitigate errors.

Acquiring Information – the employee will need to ask questions and probe clients for details to ensure information collected is relevant and accurate.

Serving Customers – the employee should deliver quality customer service that ensures the needs of the client and company are met.

As the manager or employee tracks their progress towards reducing errors, they may highlight the employee’s competency in acquiring information, serving customers, and delivering high quality work to achieve a successful error rate.

### **9. How may I track behavioral observations and feedback regarding my employee’s competency assignment?**

You may create a ‘tracking goal’ on the Goal Plan to utilize the Comments feature and have entered feedback readily available during the appraisal process. This individual ‘goal’ should not be communicated as an additional goal the employee needs to work toward. Instead, clarify that this statement is for tracking purposes only and will be set to a ‘Cancelled’ status to ensure that it is not evaluated or provided a rating separately.

A separate ‘tracking goal’ should be created for the statewide, supervisor, and role-assigned competencies to allow for more detailed tracking. Managers may either:

- outline all role-assigned competencies,
- focus on a few, or
- create a separate statement for 1 – 2 competencies needing additional expectations set or milestones outlined for successful demonstration of competency. *(For instructions to translate a competency statement into a goal statement, see FAQ “Am I able to assign my employees discretionary competencies?”)*

The ‘tracking goal’ should be entered into the Goal Plan as follows:

**Goal Name:**





The employee will consistently display and utilize the following behaviors to achieve success during the review period:

- Meeting Basic Work Expectations
- Serving Customers

**Success Measure:**

This goal statement is intended to track behavioral observations only. Each competency will be individually rated and commented upon on the annual Performance Appraisal.

**Start Date:** 01/01/2020

**Due Date:** 12/31/2020

**Status:** Cancelled

Comments should be entered as follows to ensure the manager and employee are clear on which competency feedback is provided for:

**Comment:**

**Serving Customers** - When customers are frustrated or have complaints about their service, you look for ways to deescalate their frustration and provide great customer service in return. For example... (Describe the situation, behavior, and impact to deliver effective feedback).

**10. How can I access the new library of competencies?**

We have a new library of 86 competencies, and an updated Behaviorally Anchored Rating Scale (BARS) Guide to help managers and employees understand each competency. You can access the new BARS Guide by visiting the [Statewide Monarch SharePoint Site](#).

**11. What are the new statewide competencies?**

The new statewide competencies assigned to all roles at the State of Indiana will be Meeting Basic Work Expectations and Serving Customers.

**12. How are competencies assigned?**

To enhance the State of Indiana's talent management strategy, we are centralizing the competency framework. This means that individuals in the same role or job code will have the same competencies for effective and standardized recruiting,



training, engagement, performance management, succession planning, and development.

All job codes will undergo a competency assessment process that incorporates feedback from high performers and managers on what behaviors (competencies) are most critical and frequently performed by individuals in a role. Managers will have the opportunity to review and provide feedback on any competencies recommended for assignment before them being finalized.

### **13. Where can I find my competencies?**

Competencies cannot be accessed through the Goal Plan. To access competencies for your or your employee's role, please go to Employee Files > Personal Information "Show More" > click the 'Job Code Title'.

### **14. When will I know my competencies for the 2020 review period?**

Due to a large number of roles at the State of Indiana, the comprehensive competency assessment process may not occur for a role before the 2020 appraisal being launched. For this reason, the Performance Management team has taken some steps to ensure each job code has relevant competencies assigned that align with each role for the 2020 review period.

Competencies have been initially assigned to each job code by comparing our job information (the knowledge, skill, ability, and essential functions of a job) to a similar industry-recognized job using data from O\*Net Online (<https://www.onetonline.org/>). For each job, O\*Net has behavioral information that was further benchmarked against our new competency library. Initially, each job family (Accounting & Finance) was assigned similar competencies, a second review of each job series (Accountant 1, 2, 3, 4, 5) allowed us to further refine assigned competencies. The Performance Management team then completed the third review of competencies by researching any job codes that were previously used in PeopleSoft HR ePerformance. This review allowed the team to compare previously assigned competencies to the new competency library.

Any competencies currently assigned will be shared with managers at the beginning of Quarter 2, and feedback will be requested to ensure competencies are relevant and achievable. Final assignments for 2020 will be shared with employees no later than July 10, 2020.

## 15. Am I able to assign my employees discretionary competencies?

Supervisors can assign discretionary competencies to employees for current role development utilizing the Goal Plan. Utilizing the BARS Guide, found on the Statewide Monarch SharePoint Site, managers may create goals that are focused toward the consistent display and utilization of competencies that are not assigned to the role. Below are examples of two supervisor competencies, Developing Talent and Managing Performance, which have been changed into goal statements.

### Developing Talent

The supervisor will consistently display and utilize the following behaviors to develop talent within their team during the review period:

- Invest time and resources into building the capabilities of team members
- Give others constructive, developmental feedback and advice
- Ensure that the jobs of others contain a healthy mix of developmental activities
- Help others define career goals and establish development plans to achieve them

Success Measure: Behaviors outlined and related to developing talent are consistently observed.

### Managing Performance

The supervisor will consistently display and utilize the following behaviors to manage performance within their team during the review period:

- Clearly define and communicate roles and responsibilities
- Follow up to make sure others understand and stay committed toward meeting their goals and objectives
- Deliver feedback, recognition, and rewards in a consistent manner
- Clearly communicate when individuals are not meeting expectations
- Hold others accountable for accomplishing objectives and complying with rules and policies

Success Measure: Behaviors outlined and related to managing performance are consistently observed.

## 16. My employee's role has been assigned supervisor competencies however, they do not supervise staff. How should I reflect this on the appraisal and other review forms?

You may communicate to your employee that they will not be held accountable for these competencies during the review period and select the rating Not Applicable on the appraisal or review form.

**17. My employee supervises staff; however, there are no supervisor competencies assigned to their role. How can I assign these behavioral expectations as discretionary competencies?**

These two competencies are available for use as goal statements in the Goal Library. You can find these competencies by selecting Add Goal > Library Goal > Management > Supervisor Competencies > Developing Talent and Managing Performance (you will need to select both).

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## Goal Setting & Tracking FAQs

**18. When should goals for an employee be established?**

It is recommended that goals be established:

- within 30 days of the start of a review or working test period
- within 30 days of an appointment or when starting a new position
- upon transfer or promotion to a new position
- if the duties of the position have substantially changed during the established appraisal period

**19. Am I able to add additional goals after the goal plan has been approved?**

Yes, managers can add goals when the goal plan status is listed as 'Approved'. It is recommended that each goal plan has a maximum of six (6) performance goals that challenge the employee and can be achieved within the review period.

You will not experience issues saving a goal plan or completing a review/appraisal if more than six (6) goals are added.

**20. Am I able to delete a goal if it is no longer relevant?**

Yes; however, it is recommended that managers change a goal to 'Cancelled' if a goal becomes irrelevant or unachievable after the goal plan has been approved. Should deleting a goal become necessary during the goal-setting process, the manager or employee can select the three vertical dots at the top right corner of a goal and click 'Delete Goal'. Employees are no longer able to delete a goal once the goal plan has been approved.

**21. Am I able to cascade a goal to employees that do not report to me?**

No, you are only able to cascade goals to employees who report directly to you. When cascading, you will see an option to 'find other employees'; however, this option will not allow you to complete the cascade to employees who do not report directly to you.

**22. Am I able to cascade a goal to my manager or my coworker?**

No, you are only able to cascade goals to employees who report directly to you.

**23. If my goal has changed, what do I do?**

Managers and employees can edit goals when the goal plan status is listed as 'Pending'. Managers and employees will receive a notification email at the end of the day if any goal has been edited by the other user. To view edits made to a goal, managers and employees can access the audit trail by selecting the three vertical dots at the top right corner of a goal and clicking 'View goal detail'. Under Audit History click 'view' to see what details were edited and by whom. Once a goal plan has been approved, only managers can edit a goal. Employees will receive a notification email at the end of the day if any goal has been edited by the manager.

**24. Am I required to set a start date and due date on a goal?**

*Due date is required* and must be set to a day during the current review period for the goal to properly upload into the annual appraisal form. A goal will not save if no due date is set. *A start date is not required*; however, it is recommended that a start date be set to represent the latest date activities must be started for the employee to successfully achieve a goal within the review period.

**25. How is a Performance Goal Plan different from a Development Goal Plan?**

Performance goals should focus on how a role will contribute toward the agency's mission, vision, and goals – not how the employee will develop their performance. To improve or develop an employee's performance, a manager and employee can engage in the creation of a Development Goal Plan.

A Development Goal Plan allows the employee and manager to focus on goals that improve or allow the employee to acquire knowledge, skills, abilities, and competencies for current and/or future role development.

**26. Do I need to assign a status to my goals?**

No; however, we highly recommend managers and employees utilize the goal status feature to enhance goal discussions throughout the year. Each goal will default to the “Not Started” status at the time of creation. This status can be changed at any time by the manager or the employee.

**27. How can I monitor my team’s progress on performance goals?**

You can monitor your team’s progress on performance goals using one of three possible methods:

1. Dashboard – The Team Goal Status dashboard allows managers and HR representatives to view the goal plans of subordinates or supporting agencies, respectively. Managers can extend their visibility to non-direct reports still within their hierarchy by selecting the filter option and changing the ‘Levels’ under Team View from ‘Direct Reports’ to ‘All Levels’.
2. Employee’s Goal Plan – From the Goal Plan, managers can view subordinate Goal Plans by selecting their name from the drop-down list that appears when the manager’s name is clicked in the top left corner of the Goal Plan.
3. Manager’s Goal Plan (for cascaded goals only) – From the Goal Plan, managers can view progress on goals that have been cascaded to subordinates by changing the ‘Display Options’ to select ‘Aligned Down’ and ‘Update’. For each goal cascaded to subordinates, managers can view their Goal Name, Success Measure, Due Date, and Status.

**28. Does goal tracking or other enhancements replace the fact file once this system is implemented?**

No. Goal tracking comments and other enhancements that allow you to document information related to an employee’s performance are considered a part of the fact file; however, these tracking capabilities do not replace any other document that is not maintained in SAP SuccessFactors. Any document, electronic or otherwise, is considered a part of the fact file if it contains any relevant job performance



information which occurs during the performance appraisal review period and which supports the ratings. Documentation that is not originally entered and maintained in SAP SuccessFactors may be uploaded by managers at appraisal time to serve as further support for ratings.

**29. What types of information should or should not be written in the goal tracking comments?**

The goal tracking comments allow managers and employees to capture feedback regarding or progress towards each goal. Ideally, comments should be entered timely, based on observable behaviors or actions, and be discussed to ensure both parties have a mutual understanding of the comment's intention. Managers and employees should avoid adding comments regarding medical or personal leaves, personal characteristics, subjective descriptions (such as lazy or unreliable), or exaggerations (such as always and never).

**30. Why is the Goal Tracking status "Behind Schedule" the color red?**

Although the color red can be perceived as negative, this color was chosen for its ability to be quickly identified for goal discussions. A status of red is not intended to show that the employee has performed negatively. Instead, a status of red is intended to show a manager that the employee needs assistance getting back on track. Managers should approach a 'Behind Schedule' status as an opportunity to problem-solve and collaborate with their employees. By having continuous discussions about goal progress, employees can receive valuable feedback that allows them to confidently take steps towards achieving success.

**31. Who can see entered Goal Comments?**

In addition to the employee, managers within the employee's hierarchy have visibility to the employee's Goal Plan and comments. Neither peers, direct reports, nor managers outside the hierarchy can see the comments or goals of an employee's Goal Plan. Only the direct manager and employee can enter/edit comments on the Goal Plan.

**32. Are Goal Comments accessible after the performance cycle ends?**

Comments will remain visible on the previous year's Goal Plans and expanded views of any review/appraisal launched during that cycle. Each year a new Goal Plan is launched. Contents including the comments of previous Goal Plans should not

be changed once the cycle has ended. You will learn more about how to access a previous Goal Plan when a new one is available.

**33. Can Goal Comments be changed or deleted once they have been entered?**

Yes, only by the user that entered the comment (manager or employee).

**34. If an employee changes manager/supervisor, can the new manager access historical comments?**

Yes, the new manager can access current cycle comments entered on the Goal Plan and historical comments captured via past form launches. The new manager will have access to all historical forms via the Performance Form dashboard that allows them to see expanded form views which include comments of past assessments. The current cycle Goal Plan will automatically transfer to the new supervisor.

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## Interim Review FAQs

**35. Can I edit my goal status once the Interim Review has launched?**

Yes, you may edit your goal status from the Interim Review form by clicking the pencil next to the goal name.

**36. What do I need to know for a successful competency transition?**

For the period January 1st – June 30th, managers should provide feedback on the competencies that carried over from 2019. On the electronic form, managers and employees may use the new statewide competencies as an all-encompassing section to discuss any behaviors (positive or negative) exhibited during the first half of the review period.

For the new role-specific competency assignments on the form, managers, and employees:

- a. are encouraged to share feedback on any behaviors exhibited during the review period that apply.
- b. should discuss any similarities or differences with former competency assignments.



For Additional Information, Please Visit <https://ingov.sharepoint.com/sites/SOIMonarch/> or contact your HR representative.



- c. should determine any support needed to ensure a mutual understanding of expectations and a successful transition.

**37. What may I do if I want to submit more feedback?**

Ask your manager to send the form back to you or contact the Performance Management Division.

**38. What should I do if my manager sent the form back to me?**

Your manager may be requesting additional information or clarification from you. You would have received an email notification that may provide written comments or instructions from your manager. If no comments have been added, contact your manager for more information.

**39. What if I don't understand or agree with the feedback or ratings given?**

If you do not understand or agree with the feedback or ratings given, contact your manager to discuss further. Clarification or additional information may be requested to understand your performance assessment. If you still disagree after clarification, you may submit a 200-word rebuttal to the manager to be included in your personnel file.

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## Development Goal Plan FAQs

**40. Who should establish development goals for an employee?**

Pursuing self-development is the primary responsibility of the employee; however, to be successful, development must be supported by the manager. Employees or managers can set, change, or delete development goals throughout the performance and development cycle.

**41. Are managers able to approve or 'lock-down' a Development Goal Plan?**

The Development Goal Plan is an employee-centric tool which means managers are unable to 'approve' or 'lock-down' the Goal Plan to prevent additional changes. If a manager needs to set additional expectations or address gaps in the employee's knowledge, skills, abilities, and/or competency behaviors, then clarification to goals/expectations should be documented on the Performance Goal Plan or a

Performance Improvement Plan (previously referred to in state government as the Work Improvement Plan) should be created.

**42. When should you establish development goals?**

Development goals should be established to acquire new or improve existing knowledge, skills, abilities, and/or competency behaviors as identified for the current role or a role you seek to obtain. Development goals are not intended to address gaps in performance or behaviors observed. Gaps in performance or behaviors observed should be addressed via the Performance Improvement Plan (previously referred to in state government as the Work Improvement Plan). Instead, development goals are meant to provide employees the motivation, direction, and personalized attention they need to continue delivering high quality results.

**43. What is the difference between a current role development goal and a future role development goal?**

A current role development goal should improve or acquire additional knowledge, skills, abilities, and/or competency behaviors above what is expected to perform successfully. A future role development goal should acquire new knowledge, skills, abilities, and/or competency behaviors to prepare the employee for the desired role.

**44. Am I able to delete a goal if it is no longer relevant?**

Yes, a development goal may be deleted at any time during the performance and development cycle. Should deleting a goal become necessary, the manager or employee can select the three vertical dots at the top right corner of a goal and click 'Delete Goal'.

**45. If my goal has changed, what do I do?**

Employees and managers can edit goals throughout the performance and development cycle. Users will receive a notification email at the end of the day if any goal has been edited by the other user. To view edits made to a goal, managers and employees can access the audit trail by selecting the three vertical dots at the top right corner of a goal and clicking 'View goal detail'. Under Audit History click 'view' to see what details were edited and by whom.

**46. Am I required to set a start date and due date on a goal?**



*Due date is required;* however, it does not have to be set within the performance review period. A goal will not save if no due date is set. *A start date is not required;* however, it is recommended that a start date be set to represent the latest date activities must be started for the employee to successfully achieve a goal by the intended due date.

**47. How is a Performance Goal Plan different from a Development Goal Plan?**

Performance goals should focus on how a role will contribute toward the agency's mission, vision, and goals – not how the employee will develop their performance. To improve or develop an employee's performance, a manager and employee can engage in the creation of a Development Goal Plan.

A Development Goal Plan allows the employee and manager to focus on goals that improve or allow the employee to acquire knowledge, skills, abilities, and competencies for current and/or future role development.

**48. Do I need to assign a status to my goals?**

No; however, we highly recommend managers and employees utilize the goal status feature to enhance goal discussions throughout the year. Each goal will default to the "Not Started" status at the time of creation. This status can be changed at any time by the manager or the employee.

**49. Does goal tracking or other enhancements replace the fact file once this system is implemented?**

No. Goal tracking comments and other enhancements that allow you to document information related to an employee's development or performance are considered a part of the fact file; however, these tracking capabilities do not replace any other document that is not maintained in SAP SuccessFactors. Any document, electronic or otherwise, is considered a part of the fact file if it contains any relevant job performance information which occurs during the performance appraisal review period and which supports the ratings. Documentation that is not originally entered and maintained in SAP SuccessFactors may be uploaded by managers at appraisal time to serve as further support for ratings or successful development outcomes. Documentation related to development goal outcomes should not be considered when providing individual or overall ratings for goals or

competencies. Current role development goals are visible on performance reviews or appraisals; however, the intention is to promote a well-rounded discussion with the employee about utilizing development strengths to improve or excel at performance standards.

**50. What types of information should or should not be written in the goal tracking comments?**

The goal tracking comments allow managers and employees to capture feedback regarding or progress towards each goal. Ideally, comments should be entered timely, based on observable behaviors or actions, and be discussed to ensure both parties have a mutual understanding of the comment's intention. Managers and employees should avoid adding comments regarding medical or personal leaves, personal characteristics, subjective descriptions (such as lazy or unreliable), or exaggerations (such as always and never).

**51. Why is the Goal Tracking status “Behind Schedule” the color red?**

Although the color red can be perceived as negative, this color was chosen for its ability to be quickly identified for goal discussions. A status of red is not intended to show that the employee has performed negatively. Instead, a status of red is intended to show a manager that the employee needs assistance getting back on track. Managers should approach a ‘Behind Schedule’ status as an opportunity to problem-solve and collaborate with their employees. By having continuous discussions about goal progress, employees can receive valuable feedback that allows them to confidently take steps towards achieving success.

**52. Who can see entered Development Goal Comments?**

In addition to the employee, managers within the employee's hierarchy have visibility to the employee's Goal Plan and comments. Neither peers, direct reports, nor managers outside the hierarchy can see the comments or goals of an employee's Goal Plan. Only the direct manager and employee can enter/edit comments on the Goal Plan.

**53. Are Development Goal Comments accessible after the performance cycle ends?**

Comments will remain visible on the previous year's Goal Plans and expanded views of any review/appraisal launched during that cycle. Each year a new Goal Plan is launched. Contents including the comments of previous Goal Plans should not

be changed once the cycle has ended. You will learn more about how to access a previous Goal Plan when a new one is available.

**54. Can Development Goal Comments be changed or deleted once they have been entered?**

Yes, only by the user that entered the comment (manager or employee).

**55. If an employee changes manager/supervisor, can the new manager access historical comments?**

Yes, the new manager can access current cycle comments entered on the Goal Plan and historical comments captured via past form launches. The new manager will have access to all historical forms via the Performance Form dashboard that allows them to see expanded form views which include comments of past assessments. The current cycle Goal Plan will automatically transfer to the new supervisor.

**56. Are development goal outcomes considered when evaluating performance?**

No, development goal outcomes should not be considered when providing individual or overall ratings for goals or competencies. Current role development goals are visible on performance reviews or appraisals; however, the intention is to promote a well-rounded discussion with the employee about utilizing development strengths to improve or excel at performance standards.

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## Performance Appraisal FAQs

**57. What is the performance review period?**

The performance review period starts on January 1 and ends on December 31.

**58. Who receives a Performance Appraisal?**

All current employees are eligible to receive a Performance Appraisal at appraisal launch; however, completion is required for full-time, regular employees employed longer than 90 days in the review period.

**59. If my employee is new, do I still need to complete the Performance Appraisal?**



For Additional Information, Please Visit <https://ingov.sharepoint.com/sites/SOIMonarch/> or contact your HR representative.

All employees are eligible to receive a Performance Appraisal; however, completion is not required for employees employed less than 90 days in the review period.

**60. The Performance Appraisal has a Route Map at the top of the form. What is a Route Map?**

The route map shows each step in the Performance Appraisal process and shows users where the form is in the process. Current steps are highlighted in blue. Steps to the left of the current step have been completed and steps to the right are awaiting completion. Completed steps are signified with a checkmark. The form can be advanced to the next step by selecting the appropriate button from either the route map or the bottom of each form.

**61. What is the Legal Scan?**

A Legal Scan is a tool that reviews entered comments for language that should be considered further for relevance and/or objectivity. The Legal Scan works much like a spell-checker. If a word is flagged, suggestions may be offered to address the language entered.

**62. How will I be notified it is time to complete my step in the process?**

You will be notified via email and/or To-Do tile that the self-assessment is available. Review the Workflow Catalog to view all performance process notifications.

**63. Is the self-assessment mandatory?**

No. It is not required but highly recommended that employees participate in the self-assessment step. All employees should be allowed to complete one if they choose to do so.

**64. As an employee, am I required to provide ratings and comments on the self-assessment?**

If an employee chooses to participate in the self-assessment, ratings are required for each goal and competency. Comments are optional but highly recommended to support ratings selected.

**65. What may I do if I want to submit more feedback on my self-assessment?**

Ask your manager to send the form back to you or contact the Performance Management Division.

**66. What should I do if my manager sent the form back to the self-assessment step?**

Your manager may be requesting additional information or clarification from you. You would have received an email notification that may provide written comments or instructions from your manager. If no comments have been added, contact your manager for more information.



**67. Does every role-based competency require a rating?**

The competency framework is currently undergoing a process to centralize assignments. Due to a large number of roles at the State of Indiana, the comprehensive competency assessment process may not occur for a role before the 2020 appraisal being launched. For this reason, the Performance Management team has taken some steps to ensure each job code has relevant competencies assigned that align with each role for the 2020 review period.

For the 2020 Performance Appraisal, your manager may determine that some competencies assigned do not apply to your role for rating. If your manager determines a competency is not applicable for your role to rate, then Not Applicable should be selected as the rating and entered in as the comment. Please seek guidance from your manager on which competencies apply to your role.

**68. My employee's role has been assigned supervisor competencies however, they do not supervise staff. How should I reflect this on the appraisal and other review forms?**

You may communicate to your employee that they will not be held accountable for these competencies during the review period and select the rating Not Applicable on the appraisal or review form.

**69. The Performance Appraisal has launched, and my employee supervises staff; however, there are no supervisor competencies assigned to their role. How can I assign these behavioral expectations as discretionary competencies?**

These two competencies are available for use as goal statements in the Goal Library. Managers can continue to add or edit goals on the Goal Plan until the manager assessment has been submitted. You can find these competencies by selecting Add Goal > Library Goal > Management > Supervisor Competencies > Developing Talent and Managing Performance (you will need to select both). Once saved on the Goal Plan, access the Performance Appraisal to view additions and changes.

**70. As a manager, how can I obtain feedback from others on my employee's performance?**

From the Team Overview tab, managers can send an email to additional stakeholders soliciting feedback using the "Ask For Feedback" feature. Feedback received using this feature is saved in the 'Supporting Information Pod' and is only visible to management and HR.

**71. There are several supervisors or team leads that rotate management duties for my staff. How can I collect feedback from these individuals?**



From the Team Overview tab, managers can send an email to additional stakeholders soliciting feedback using the “Ask For Feedback” feature. Feedback received using this feature is saved in the ‘Supporting Information Pod’ and is only visible to management and HR.

**72. What is the Writing Assistant and Coaching Advisor? How can this help me create feedback and comments for my employee?**

SAP SuccessFactors makes giving feedback to support competencies easier by providing the Writing Assistant and Coaching Advisor. The Writing Assistant gives employees and managers an easy to use resource of suggested feedback phrases to support various levels of performance. Users can select behavior anchors indicating a level of success, place within the comments, and modify to personalize. The Coaching Advisor (Give Advice) provides additional references and suggestions to improve performance.

**73. What is the Team Overview and how is it useful?**

The Team Overview feature allows managers to review the status of each performance process for their team and interact with forms. Managers can access Ask for Feedback and Stack Ranker from the Team Overview tab.

**74. How do I use the Stack Ranker feature?**

The Stack Ranker, also known as Team Rater, allows managers to compare competency assignments for all direct reports and update ratings or comments on active performance forms. This feature is accessed through the Team Overview tab.

**75. How are ratings handled when an employee has been under more than one supervisor during the appraisal period?**

The manager at the time of appraisal launch is responsible for completing the Performance Appraisal and selecting the overall performance rating for the employee. Before the employee transferring, the former manager should complete an appraisal of the employee’s performance and share this information with the new supervisor. The new manager can consider this information at the time of evaluation or request additional feedback from the manager utilizing the feature Ask for Feedback.

**76. A member of my team has transferred to a new role before the completion of the Performance Appraisal Process. What will happen to their Performance Appraisal?**

If an employee transfers to a new position *before* the manager has submitted the form to the second level manager, any ratings or comments drafted by the former manager will save and appear under “Other Comments” for the new manager to view.





If the employee transfers *after* the manager submitted the form to the Second Level Manager, the former manager's ratings and comments will save as the final appraisal unless the Second Level Manager sends the form back to the 'manager assessment step' allowing the new manager to complete.

**77. My employee is out on leave, should I still complete a Performance Appraisal for them?**

Yes, a Performance Appraisal should still be completed for them; however, the 1:1 discussion may be held upon their return from leave. The Performance Appraisal should reflect only observed work and should not make any reference to the employee being on leave.

**78. I have fact file documentation that further supports the ratings and comments entered on the appraisal form. How can I incorporate this information into the appraisal form?**

Managers can upload relevant performance documents that further support ratings and comments entered to the Supporting Information Pod. These documents will save with the Performance Appraisal and be available for view to management and HR only. The Supporting Information Pod is not accessible by employees; however, employees should be aware of the substance of feedback or information uploaded.

**79. What should I do if the Second Level Manager sent the form back to the manager assessment step?**

The Second Level Manager may be requesting additional information or clarification from you. You would have received an email notification that may provide written comments or instructions from your manager. If no comments have been added, contact your manager for more information.

**80. When can I submit the manager assessment?**

The manager assessment can be drafted at appraisal launch; however, the form cannot be submitted as final until the review period has concluded.

**81. What is the role of the Second Level Manager and what tool is available for them to review the appraisal?**

The Second Level Manager is responsible for reviewing and approving the manager assessment. This role should hold the manager accountable for good performance practices throughout the review period, ensures the manager supports ratings with specific, objective examples of outcomes and observations, and that high and low performers are identified with supporting evidence. To ensure ratings are supported effectively the Second Level Manager should use the Manager Ratings Checklist.

## **82. How can managers above the Second Level Manager have visibility to performance forms for employees?**

Managers have access to two dashboards at appraisal time: My Team's Performance Forms and My Team's Annual Performance Appraisal Ratings. Utilizing the 'Levels' filter, managers can select visibility to direct or indirect reports. View the SuccessFactors Job Aid for Performance Appraisal Dashboards for step-by-step instructions on interacting with the dashboard.

## **83. What if I don't understand or agree with the comments or ratings given in my Performance Appraisal?**

If you do not understand or agree with the comments or ratings given, contact your manager to discuss further. Clarification or additional information may be requested to understand your performance assessment. If you still disagree after clarification, you may submit a 200-word rebuttal to the manager at the 'employee acknowledgment step'. Employee acknowledgment does not indicate agreement with the appraisal ratings or comments. Acknowledgment simply notates that the Performance Appraisal content was shared with the employee.

## **84. What happens if an employee refuses to acknowledge the appraisal?**

Employee acknowledgment does not indicate agreement with the appraisal ratings or comments. Acknowledgment simply notates that the Performance Appraisal content was shared with the employee. If the employee refuses to 'acknowledge' the appraisal, then the form will automatically move to the 'manager acknowledgment step' after seven (7) days and the appraisal will show that no acknowledgment was made by the employee. If the employee seeks to enter rebuttal comments, they are encouraged to acknowledge the appraisal and enter comments at the 'employee acknowledgment step'.

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