

HEAR implementation schedule



HEAR process schedule

- Employee probationary period - 5th and 11th months
- Annual **HEAR** period for non-supervisors - April
- Annual **HEAR** period for supervisors and managers - May
- Following a promotion - 5th month

See Appendix A, When to complete an unscheduled assessment, of the HEAR guidelines for more information.

Setting SMART goals

To get a head start on the **HEAR** process, you can begin to work with your employees to develop SMART goals.

- Create a list of all responsibilities the employee performs for this position.
- Review the list with the employee, and together break down responsibilities into critical tasks.
- Determine the measurement criteria for each task by considering quality, quantity, timeliness, and cost (as appropriate).
- Determine the remaining SMART criteria, ensuring the goal is challenging, achievable, applicable, observable and has a timeline.
- Develop the plan form using these SMART goals/objectives. The plan form should identify how well the employee must perform a task to receive a rating of Exceptional, Exceeds Expectations, or Meets Expectations.
- Schedule a plan session to discuss the SMART goals with the employee.



A supervisor's guide to the new employee evaluation tool—Houston Employee Assessment and Review



For guidelines, AP 3-2 and more information about HEAR, visit www.houstontx.gov/hr/hear.html or contact hear@houstontx.gov

What is HEAR?

HEAR is a new way of doing employee evaluations that will set a clear expectation for you and your employees, establish SMART goals, help you provide continual feedback, show employees how they contribute to the city's performance and goal achievement and provide professional growth and opportunities.

When is HEAR training?

Training for supervisors and managers begins in October. You will receive notice to sign up for HEAR training through LMS.

What do I do now?

Right now, you can help manage the transition to **HEAR** by talking with your employees about what **HEAR** means to them.

Change, even if it is for the better, can be stressful. Evaluations are very important to employees and it is important to emphasize the benefits of the new system.

Tips for introducing HEAR:

- Be positive
- Assure employees that HEAR will help them grow professionally
- Share your department/division goals with employees
- Ask them to start thinking about goals
- Furnish updates on HEAR as you receive them



Five core elements of HEAR

The HEAR process aims to support a culture of high performance by:

- Setting clear expectations for employees
- Establishing specific, measurable, achievable, relevant, and time-based (SMART) goals and objectives
- Providing ongoing feedback to let employees know how they are doing in their job performance, including recognition of achievements and/or opportunities for improvement
- Enabling employees to see how they contribute to the city's performance and achievement of its goals
- Identifying professional growth and development opportunities

General HEAR requirements

To accomplish HEAR goals, supervisory personnel must:

- Align employee goals with city and departmental goals
- Align employee behavioral factors with departmental core values
- Establish SMART goals to communicate performance standards
- Document specific examples that support ratings
- Follow the established appeal processes to allow employees to address ratings of 2.99 and below
- Participate in training on the HEAR process

Roles and responsibilities

Employee responsibilities:

- Be willing to suggest, discuss, and accept SMART goals and behavioral factors on the plan form
- Review and sign the HEAR plan
- Provide input to supervisor or manager on his or her achievements
- Be open and willing to accept feedback and follow-through on development and growth suggestions
- Review and sign the HEAR form

Supervisor responsibilities:

- Complete the HEAR process according to the guidelines
- Ensure objective rating criteria by developing SMART goals and behavioral factors, which are aligned with departmental strategic goals
- Prepare and discuss the HEAR plan form with the employee
- Provide feedback at least two times per year
- Maintain complete documentation on employee performance
- Take appropriate steps to maintain effective levels of performance (including coaching, counseling, training, etc.)
- Identify professional growth and development opportunities
- Keep current on HEAR training
- Meet at least twice a year with reviewing authority to discuss HEAR progress