



TRAC - Technology Review and Adoption Committee Project Submission Form

Project Name: Online Performance Appraisal Project **Date:** January 19, 2007
Business Owner (Department): Human Resources **Author(s):** Elisabeth Wolfert
TRAC/Cabinet Sponsor: Bill Hodges **Project Manager(s):** Brian Hales
Supporting EL(s) (Executive Limitation): 1.2 and 1.2.1 **ITS Project Liaison:**

Problem

Problem Description

The goal of the performance appraisal process is to support and encourage employees to perform at a level consistent with the job category indicators and Core Values of Douglas County Schools. DCSD is committed to teaching students how to acquire the knowledge and abilities to be responsible citizens who contribute to our society. To achieve this we must provide employee groups with the guidance and support to perform to the best of their ability.

We can achieve our primary mission through an effective performance appraisal process that gives Douglas County School District employees the ability to manage their own professional growth and allow the system to monitor growth.

The current process for staff evaluations in DCSD is an annual, manual event completed annually, utilizing individual documents. An online employee evaluation system is needed to change the current process from an event to a performance management process that closes the following gaps.

- Lacks a dynamic connection between performance tools, indicators and job description.
- Disallows agility and flexibility in an evaluation process with performance indicators.
- Lacks ability for systematic intervention for high or low performers.
- Lacks a continuous improvement process.
- Lacks a systematic approach for monitoring by individual or at a district level.
- Lacks ability to perform data mining and or reporting.

Investing in an online evaluation system supports Executive Limitation 1.2 Treatment of Faculty and Staff. *“With respect to treatment of faculty and staff, the Superintendent shall not cause or allow conditions or procedures that are unsafe, undignified or in violation of the District Core values”*. Employee evaluations are included in sub policy 1.2.1, *“The Superintendent shall not operate without written personnel policies and/or procedures which clarify personnel rules for faculty and staff, provide effective handling of grievances, and protect against wrongful conditions.”*

Cause

Cause Description

- The “process” of periodic monitoring of continuous employee improvement is minimal within the current system. At the end of the evaluation “event” each year, evaluations are scanned into the document management system by the Human Resources Department. This process is labor intensive and does not provide the capability for ongoing data analysis.

Treatment

Technical Details

Purchase an "On line Performance Appraisal" package to close gaps defined above that is capable of the following:

- Manage performance appraisal process for the district with workflow reminders
- Secure access for users including employees and supervisors
- Manages a dynamic continuous process through a system of workflows
- Integration to interface with current dataset systems and staff development
- 360 review capabilities
- Monitoring interrator reliability and rater bias
- Managing dynamic continuous process and workflow
- Interface with current databases and staff development systems including data mining and reporting
- Manage all employee group cycles of the evaluation process

Testing / Evaluation Plan

1. Initial testing will be conducted by Human Resources staff familiar with the employee review procedures. This testing phase will be ongoing with key milestones identified in the project plan.
2. System testing will involve the creation of focus groups including various employee types.
3. Testing through a "sandbox" for undetermined time (three to four months) to resolve foreseeable problems.
4. Testing will form implementation and training process.
5. Learning center and vendor training and or done through pod cast or video.

Implementation Plan

Phased in based on a three to five year plan as shown in project Milestone date section.

Milestone #1

1. RFP
2. Purchase
3. Software installation and Testing by ITS

Milestone #2

1. Employees and Users in the Sandbox
2. Early adaptors group train trainers' model approach

Milestone#3

1. First Round of early Adopters and Target groups
2. Fifty percent of users
3. Finish by implementing On-line Performance Appraisal system to the remaining district employees.

Training / Staff Development Plan

Training will be:

1. driven by testing issues
2. embedded in the On Line Performance Appraisal system
3. including experts in specific areas of the district
4. systematic, dynamic, and always available

Result

Monitoring Plan

1. Monitor the testing and installation phase to see if it fills gaps.
2. Monitoring of data collected from focus groups and Human Resources users.
3. Monitor training components.
4. Monitor cost benefit issues.
5. Monitor staff performance.
6. User feedback from line and staff employees about software and system changes.

Maintenance and Support

- Human Resources will be responsible for supporting content entry with school designated administrators. The designated administrator at each school or department will provide support to other administrators. In addition this employee will be responsible for identifying and following up on system issues involving content acquisition or reporting.
- Technical support will be provided by the **IT'S help desk** after completing the "train the trainer" staff development described above. ITS will also provide ongoing maintenance to the file servers and database structures as appropriate.

Project Cost and Funding	Cost Estimate	Funding Source (Cap Reserve, General, Salary, etc...)
Account Code:		
Project Cost - Software	125,000.00	
Project Cost - Hardware	25,000.00	
Project Cost - Services (Implementation)	25,000.00	
Annual Support and Maintenance Costs (Ongoing costs)	30,000.00	
Additional Full Time/Part Time Employee Requirements	No FTE	
Project Milestone	Date Estimate	
Milestone #1		
Project Start Date	02/01/2007	
RFP	07/01/2007	
Purchase	10/01/2007	
Software installation and Testing by ITS	10/01/2007 through 12/31/2007	
Milestone #2		
Employees and Users in the Sandbox	01/01/2008 through 06/30/2008	
Project End Date	06/30/2008	
Milestone #3		
First Round of early Adopters and Target groups	07/01/2008	
Fifty percent of users	07/01/2009	

SUPPORTING DOCUMENTS

Please attach any supporting documents that would further define this technology project including quotes, project plans, white papers, or other technical documents.

APPROVALS

Prepared By

Project Manager

Approved By

TRAC/Cabinet Sponsor

CIO