

## Horizon Talent System

### Introduction

To support the One University programme, the University has implemented the Core HR, Absence Management and Payroll modules on Oracle HCM Cloud as part of Phase-1 implementation.

For Phase-2, a decision to move their current Talent Management practices to Oracle Cloud has been taken. The Talent Management modules will be built on top of the Phase-1 implemented modules which are currently live. Therefore, from May 2021 appraisals and enrolling on development opportunities will take place on Horizon Talent.

This document will outline the various sections within Horizon Talent with a particular focus on the appraisal process within the system.

### Overview

Horizon Talent Service delivers a complete Talent Management solution that includes profile management, career development, goal management, performance management and learning. The solution helps drive productivity, staff development, and retention with integrated enterprise social networking tools, business intelligence, and mobile data access.

**Goal Management** enables the setting and tracking of goals across the various levels of an organization, supporting an ongoing performance conversation throughout the year. Leaders can communicate high-level initiatives and managers and employees can collaborate to set goals that align to the organization's direction. Collaboration amongst employees is fostered by goal sharing and alignment. Goal Management seamlessly integrates with Performance Management to enable a point-in-time evaluation of goal achievement.

**Performance Management** fully automates the performance process and is designed to support various performance conversations, from day-to-day informal, spontaneous ongoing feedback to more structured annual appraisal reviews.

**Career Development** provides colleagues and their managers with a comprehensive view of a employees' career aspirations and goals. A single page view presents the employees' career information and the detailed *development plan* they have established for achieving their goals.

**Profile Management** provides a framework for developing and managing talent profiles that summarize the qualifications and skills of a person or a workforce structure such as a job or position. Profiles are valuable for tracking employees' skills, qualifications, and accomplishments for various

talent management activities, such as career planning, identifying training needs, performance management, and in the recruitment process for identifying job requirements and suitable applicants.

## **Goal Management**

Goal Management is used to transform business objectives into goals across various organization levels, providing a clear line of sight from managers to employees. Leaders can communicate high-level initiatives and managers and employees can collaborate to set goals that align to the organization's direction. Collaboration amongst employees is fostered by goal sharing and alignment. Goal Management seamlessly integrates with Performance Management to enable a point-in-time evaluation of goal achievement.

## **Goal Setting**

The University encourages employees and managers to discuss the goals on which an employee will be working for the current year. Goals will be entered and managed in Horizon Talent by employees/managers.

## **Performance Goal Library**

The Performance Goal Library is used to create and update performance goals in a central library so that they can be used in goal plans, performance documents, and talent reviews.

To deactivate a goal, the status of the goal will need to be changed from Active to Inactive.

## **Review Periods**

Review Periods are used to organize processes around goal management and performance evaluations into time bound appraisal review cycles. Managers and employees see relevant review periods on the Goals and Performance pages.

On Goals, employees see only those review periods for which they have an assigned goal plan. On Performance, employees see only these review periods for which a performance, anytime or check-in document has been created for them. Similarly, managers can only see the review periods assigned to their direct reports.

On the Evaluate Performance page, managers can see review periods for which there has been an employee performance documents created where the manager is the performance line manager.

The review periods currently within Horizon Talent are listed below:

Review Period Name	Period Start Date	Period End Date
2020-21 Annual Review Period	01/05/2020	30/04/2021
2021-22 Annual Review Period	01/05/2021	30/04/2022

## Goal Plans

Goal plans are a collection of Performance Goals for a specified time period (i.e. Review Period) grouped by common characteristics.

Goal Plans that will be configured with the relevant Review Period as listed below:

Goal Plan Name	Review Period
2020-21 Goal Plan	2020-21 Annual Review Period
2021-22 Goal Plan	2021-22 Annual Review Period

## Notifications

Notifications alert users to an event that has occurred that may or may not need resulting action.

## Performance Goal Actions

Colleagues will be allowed to perform the following actions on performance goals:

- Add
- Update completed goals
- Align
- Move
- Cancel
- Update
- Share
- Copy
- Extend
- Delete

Managers will be allowed to perform the following actions:

- Add to goal to their direct report's goal plan.
- Update existing goals for their direct reports.
- Senior Leaders will be able to create and publish (share) organisation goals.
- Assign their goal to reports.

## **Performance Management**

Performance Management fully automates the performance process and is designed to support various performance conversations such as regular one-to-one meetings, Probation reviews and annual performance reviews. Performance Management seamlessly integrates with Goal Management, Development Goals and Profile Management parts of the Horizon Talent system

### **Ratings**

A decision has been taken within the University to configure a 5-point rating scale to rate overall performance during the annual appraisal review.

### **Annual Appraisal Review Process**

The University follows a structured process of Annual Appraisal Review for eligible employees. Performance conversations usually take place between May to September every year. A meeting is scheduled between employee and their manager to discuss employee's performance over the previous annual appraisal review period (May to April). Going forward, the details of this performance conversation and details of regular one-to-one meetings will be recorded in Horizon Talent. A flow chart representing the tasks that need to be completed offline and in Horizon is defined further in this document.

### **Link to the Balanced Academic Workload system**

A link can be found within Horizon Talent called 'BAW-For Academics' in the Career and Performance group under 'Me' tab.

### **Mid-Year Performance Review**

There is an option for a formal Mid-Year Performance Review. To support this within the Horizon Talent system, a check-in template named 'Mid-Year Performance Review' will be created and assigned to all employees eligible for annual appraisal review.

### **Evaluation Content**

Within the annual appraisal review, the following can be evaluated upon:

- 1) Performance goals for the review period
- 2) Active development goals covering any part of the review period
- 3) Three core Values: Impact, Inclusion and Collaboration

## **Matrix/Other Manager**

During the annual appraisal review process, line managers or employees can request Matrix/Other Manager to complete the employee's evaluation by adding them as a participant to the assigned performance document.

## **360 feedback**

Currently, 360 feedback will be requested only by VCG and senior directors by adding participants to the assigned performance document.

## **Performance Roles**

Performance Roles are used to expand the scope of the performance evaluation to include *feedback* from *participants* other than the employee or the employee's manager. The different roles that can participate in the performance process.

The performance roles that will be configured are as follows:

### **1) Matrix/Other Manager**

This role will be primarily used by some areas of Academic Services to send an evaluation request to a manager other than the employee's line manager.

This role will be able to do the following:

- 1) Comment against Values and Behaviours, Performance Goals and Development Goals
- 2) Fill a questionnaire with below questions. All questions will be mandatory.
  - What has gone well?
  - Please suggest any areas for development.
- 3) Provide overall rating and comments in the Overall Summary section

### **2) Participant – Only for VCGs and Directors**

This role will be used by VCG and Directors to gather 360 feedback from internal employees.

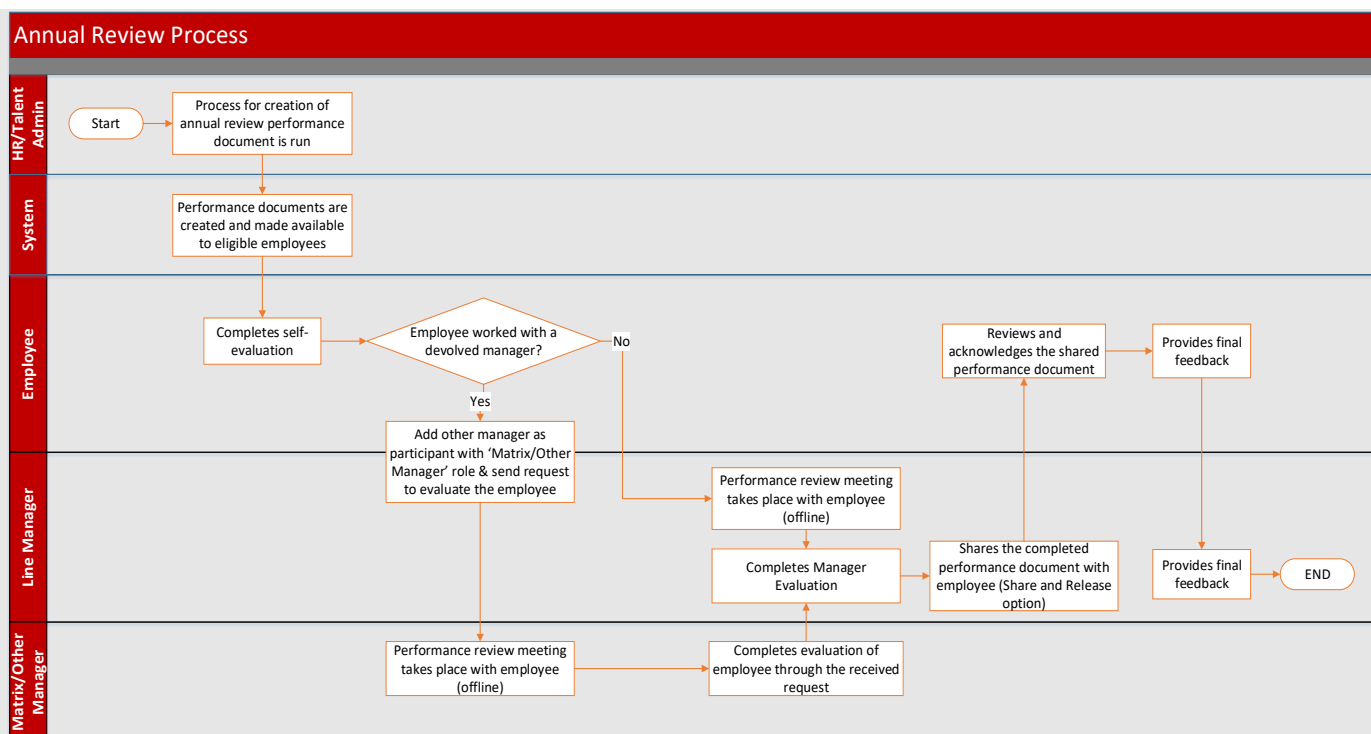
This role will be able to do the following:

- 1) Fill a questionnaire with below questions. All questions will be mandatory.
  - What has gone well?
  - What do you think I should stop doing?

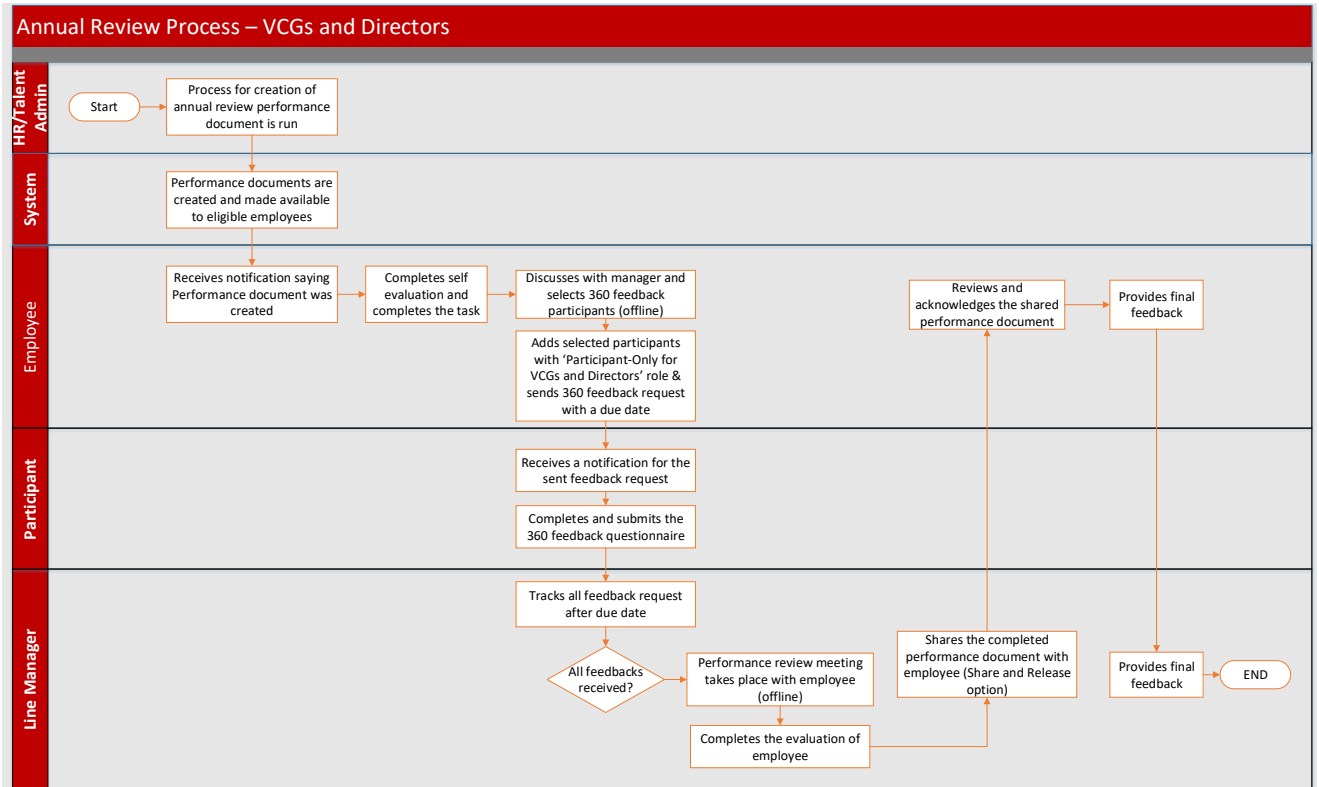
- What do you think I could do differently?
- Please suggest any areas for development.

## Annual Performance Review Flow

This section describes the transactional flow of annual performance conversations that take place between May and September. These conversations usually take place between the employee and their line manager. However, for some areas of Academic Services employees are appraised by a matrix manager and not by their line manager. To support this, a participant role named 'Matrix/Other Manager' will be configured which would be used to involve the other manager to evaluate employee's performance.



## Annual Performance Process Flow – VCG and Directors



### Check-in Templates

Check-In Templates are used to enable employees and managers to record details of less formal meetings that are conducted offline. Check-ins can be initiated by employees or managers at any time.

### Profile Management

Profile management provides a framework for developing and managing talent profiles that meet industry or organizational requirements. Managers and HR Specialists use person profiles for tracking colleagues' skills, qualifications and memberships for various talent management activities such as career planning, identifying training needs, performance management, and in the recruitment process for identifying job requirements and suitable applicants.

HR Specialists also maintain information in model profiles (Job Profiles) about the targeted skills and qualifications of the jobs within the organisation. University of Greenwich's HR Team need to revise their current Job structure.

The sections on a Person profile that capture the required or achieved skills and qualifications are:

- Licenses and Certifications
- Education
- Academic Teaching Qualifications
- Memberships
- Work Preferences
- Work History
- Languages

## **Career Development**

Career Development provides employees and managers with a comprehensive view of a employees' career aspirations and goals. A single page view presents the employees career information and the detailed development plan they have established for achieving their goals.

The Career Development work area includes these features:

- **Career Statement**
- **Career Outlook** includes Current Role and Careers of Interest - This section will be made available, however will come in use after Job Profiles are created.
- **Explore Roles** – This feature will be made available, however will come in use after Job Profiles are created.
- **Development Plan**
- **Recommended Roles** - This section will be made available, however will come in use after Job Profiles are created.
- **Goals Shared with Me** – This section will be available only if any development goal(s) are shared with the colleague.
- **Career Preferences**