

Quick Reference Topics

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Introduction to Performance Management

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Performance Management Process

Performance management is an ongoing process that defines performance expectations, monitors ongoing performance, communicates results and rewards accomplishments. There are four steps in this process:



For Support

1. Visit the Growth and Development sections on McKNet at <http://mcknet.mckesson.com>
2. Contact the Employee Services Center at 1-866-772-6601. Say "HR", then say "Navigational Assistance."
3. Contact your local HR Representative.

Logging onto ePerformance

1. Access McKNet at <http://mcknet.mckesson.com>
 2. Sign on using your User ID (which is your "e" id) and password, and click the **Sign In** button.
 3. **Employees:** To access your performance document:
 - Click on the **My Life and Career** tab
 - Click the [Access Your Performance Document](#) link located in the Growth and Development section
- Managers:** To access your direct reports' performance documents:
- Click the **My Team** tab, and open the Growth and Development page
 - Click the [Access Performance Documents](#) link.

Phases for the ePerformance Document

This table represents the phases a **typical performance document** should follow throughout the fiscal year.

Phase	Employee Tasks	Manager Tasks
Planning	Add/Edit/Update the performance document.	Add/Edit/Update the performance document.
		Click Planning Complete - starts 'Tracking' phase.
Tracking		Add/ Edit/Update the performance document if needed
	Add comments and ratings.	Add comments and ratings.
	At Mid-Year, enter Mid-Year comments.	At Mid-Year, enter Mid-Year comments, conduct Mid-Year Review with employee and click Mid-Year Review Conducted .
Review Conducted	At Year-End, complete self-assessment.	At Year-End, enter final ratings and comments. Conduct Year-End Review with employee. Click Year-End Review Conducted – starts 'Review Conducted' phase.
	Review document, add Year-End comments and click Acknowledge – starts 'Acknowledged' phase	None.
Acknowledged	None.	Enter comments in the Manager Year-End Comments section only if needed. Document goes automatically into 'Complete' phase.
Complete	None.	None.

Year-End Process

At the end of the performance year, a Year-End Review must be conducted. Below are the necessary steps to complete the end of year process in the system:

1. Employee completes self-assessment
2. Manager completes preliminary review
3. Ratings are calibrated
4. Manager finalizes overall rating
5. Manager conducts Year-End Review
6. Employee acknowledges

1. Employee Completes Self-Assessment

When assessing performance, one of the most powerful resources available to the supervisor is the employee's self-assessment. You can record your self-assessment by including comments and ratings for available performance components. Provide examples to support your ratings and comments to illustrate the results you achieved and how the results were achieved.

NOTE: Your performance document must be in the **'Tracking' phase** in order for you to enter comments into the system. If your document is still in the 'Planning' phase, contact your manager to click the **Planning Complete** button. This will move the performance document to the 'Tracking' phase.

Once you've accessed your performance document:

1. Review all the components of your performance document.
2. You can enter comments and ratings in two areas:
 - The comments section for each of the components
and/or
 - The Employee Year-End Review section.
3. Click **Save for Later** and exit the system.
4. Communicate with your manager that you have completed your self-assessment.

2. Manager Completes Preliminary Review

Once you have completed your self-assessment, your manager will draft a preliminary review and rating.

3. Ratings are Calibrated

One of the goals of McKesson's performance management system is to support accurate ratings that truly differentiate performance across the full range of the rating scale. The calibration process promotes consistency and standardization of ratings within a functional/departmental group. In the calibration process, managers discuss the performance results for employees in similar roles in order to determine each employee's relative contribution to their peers.

4. Manager Finalizes Overall Rating

After ratings have been calibrated, managers update the performance document if necessary.

Once a year (usually around late April) the final performance rating will be fed into the eCompensation system for merit purposes. McKesson is committed to pay more significant rewards to employees who perform at higher levels and make greater contributions.

5. Manager Conducts Year-End Review

At the end of the performance year, all managers conduct a Year-End Review with employees. If there has been open communication throughout the year, there should be no surprises, since the review is a summary of the performance year.

Your manager will conduct a Year-End Review with you to discuss:

- Performance compared to objectives/ expectations;
- Performance on observed competencies/ skills and ICARE Shared Principles;
- The overall rating; and
- The progress made on the development plan

After your Year-End Review, the manager clicks the **Year-End Review Conducted** button, which will open all the manager sections (comments and ratings) for you to see. This puts the performance document in the 'Review Conducted' phase.

6. Employee Acknowledges

Once the document is in the 'Review Conducted' phase, review the document, enter comments in the 'Employee Year-End Review comment' section if necessary and click the **Acknowledge** button. This moves the performance document to the 'Acknowledged' phase. Your manager will review your comments and enter Year-End comments as needed.

60 days after you acknowledge, the document goes into the 'Complete' phase and becomes not editable.

Printing Performance Documents

You can print the performance document at any point in time. With the document opened:

1. To print what is currently expanded in the document (what you see on the screen), click the Printer icon at the top of the toolbar.
2. To print ALL the components of the document (expand all the sections of the document), click the [Printable Document](#) link. All components of the document will expand. Then click the Printer icon at the top of the tool bar.