ePerformance

Step-by-Step Help Guide for Managers

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REVISED: April 2015
1. Overview

ePerformance is UPMC’s online performance evaluation process accessible to employees in My HUB. ePerformance emphasizes performance management as an ongoing process, rather than a single, annual event, and reflects the process as a shared responsibility between manager and employee.

In the ePerformance process the manager is the person who has overall responsibility for completing the employee’s performance evaluation. The manager is responsible for the overall content of the evaluation, making sure it is complete and accurate, getting feedback from and communicating with the employee and all other parties involved in the process, obtaining approvals, sharing the results of the evaluation with the employee, and completing it on time.

**Preparation Tips:**

- Review help guides, videos, and other resources that explain the process.
- Check due dates of upcoming reviews and leave enough time to complete the process; it is recommended to begin the process 45 days in advance of the due date.
- Validate the employee’s job description; job responsibilities from the job description populate into the performance review document automatically. Managers are required to validate job descriptions every 320 days.
- Use the Performance Notes feature in ePerformance to record information throughout the year. Notes can be imported into the evaluation document and edited.
- Communicate with the employee and others who may provide input in advance, so they know what to expect and have enough time to participate effectively.

**ePerformance Resources for Managers**

Additional resources are available to assist in understanding and completing the ePerformance process. ePerformance Roles and Definitions list the various roles an employee may have in the process. The ePerformance Desk Reference and Checklist are summary guides that will assist managers who have already reviewed these resources to complete the process. The Manager Overview and FAQs for Managers provide additional information about completing the process. A list of Success Tips may help the manager complete the process effectively.

**Other Resources**

Employees: Overview | Step-by-Step Instructions | Frequently Asked Questions

Peer Evaluations: Overview | Step-by-Step Instructions | Frequently Asked Questions

If the manager wishes to transfer the completion of an employee’s review to someone else, the Transfer Performance Evaluation Step-by-Step Guide provides additional details on this feature.
1. Overview (continued)

Performance management resources are available to managers from the Human Resources page in My HUB. To go to the Performance Management Home page, the manager clicks on Performance Management in the My Staff section of the Human Resources homepage.
1. Overview (continued)

The Performance Management Home page provides access to the ePerformance process and a variety of resources to assist the manager to prepare for and complete an employee’s performance evaluation.

- **Prepare**: Review the process overview, see a list of employees and their review due dates, establish and review department goals if applicable, validate job descriptions, and enter performance notes.

- **Complete Performance Review**: Begin the review process, return to a document already created, view current and past documents, and transfer a document to a designee to complete on behalf of the manager. [Transfer Document feature]

- **Approve**: Go to a work list of transactions to approve.
2. Step 1. Alerts and Notification

Managers receive a My HUB alert 45 days in advance of an employee’s performance review due date. Review Checklist and Timeline for completing the review on time.
2. Step 1. Alerts and Notification (continued)

To see a list of employees and their next review date, the manager can select the Performance Reviews Due link on the Performance Management Home page (My HUB > Human Resources > Performance Management (under My Staff) > Performance Reviews Due). Additional resources are available on this page to assist the manager with the review process.

The manager can begin the performance review from this page by clicking on the Begin Performance Review button.

The manager can begin the performance review process and create the performance document that will be used to evaluate the employee’s performance from the Performance Management Home page. The Complete Performance Review section of the Performance Management Home page contains the resources the manager will need to complete the performance review process.

In Create Performance Documents, the manager creates a new performance document for an employee they will review. To create a new performance document, the manager clicks on the Continue button at the bottom of Create Performance Documents. After completing this step, the manager will have created the performance review document. Performance review criteria, such as goals and job responsibilities that the manager will review the employee on, will be established in the next step. Additional assistance is provided via links, notes and instructions.

The manager selects the employee for whom to create the new performance review document by clicking the circle to the left of the employee’s name.

The manager clicks the Continue button to create a performance document for the selected employee.

If the manager has not validated the employee’s job description in the past 320 days, a message will prompt them to do so. (Note: If the job description was previously validated, skip to Page 15 of this guide to continue.)

The manager will need to validate the employee’s job description before continuing the performance review process. To validate the employee’s job description, the manager clicks the OK button.

The manager identifies the name of the employee whose job description is to be validated from the list that appears. The manager then clicks on the View Position Description link to the right of the employee’s name to review the employee’s job description.

First find the employee’s name in the list

Then click the View Position Description link to see the employee’s job description

The manager reviews the job description that displays by using the scroll bar to navigate up and down and see the entire document. If the job description needs updating, the manager should contact the local Human Resources representative for assistance. When finished reviewing the job description, the manager exits from this page to validate it.

To validate the job description, the manager clicks the Verify checkbox to the right of the employee information and then clicks the Save button at the bottom of the page.

A confirmation message will appear. The manager can select the link at the bottom of the page to go to the Manager Home page. From the Manager Home page the manager can resume the step of creating a performance document. To review the first part of the Create Performance Document step, go back to Page 7 of this guide.

After validating the employee’s job description, the manager creates a performance document for the employee. In Create Performance Documents the type of review available for the employee (annual or six month), the review period, and the review template will pre-populate in the Document Creation Details. If the employee to be reviewed has “reports to” in the Human Resources system, the manager template will pre-populate; if not, the employee template will pre-populate.

The manager clicks the Create Documents button to create a new performance evaluation template for the employee’s evaluation. Note that in this step the manager is creating the performance template only. The next step, Establish Evaluation Criteria (Step 2b), must be completed in order to also create the evaluation criteria that will populate into the template and on which that the employee will be reviewed.

Selct the Manager template ONLY if the employee being reviewed manages other people.

NOTE: Completing this step results in a new performance evaluation template being generated. Evaluation Criteria also need to be established (see next step) for the performance document to be complete.

The Create Performance Documents Results page confirms that the document was created. The manager can review this information to make sure the correct template was chosen for the employee’s performance review document. The review template does not as yet contain the evaluation criteria that will be used by the manager to evaluate the employee. After the evaluation criteria are established in the next step, the employee will be able to see their self-evaluation (see Step 2B: Establish Evaluation Criteria).

At the bottom of Create Performance Documents Results are the following links:

**Create Documents:** To exit the document that was just created and create additional review documents for other employees.

**Current Documents:** To continue in the review process and create the evaluation criteria that will be used to evaluate the employee.

**Transfer Documents:** To transfer the ownership of a review to someone else to complete. Transfer Document feature.

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Select Current Documents to open the performance review document and continue the review process.

After the manager creates the performance document, it will be listed in Current Performance Documents, which is a list of the current performance documents that the manager has created and is working on. The type of document created, the employee it was created for, employee job information, status of the document’s completion and the next step to complete are listed. Data can be sorted by clicking on the column headings.

The manager can click on the link in the Document Type column to the right of the employee’s name to open the review document.

Tip: Click on any of the column headings in the Performance Documents section to sort the list of current performance documents in that order.

The Document Details provides the ongoing status of the employee’s performance review throughout the process. This is a reference point for monitoring the progress of completing the evaluation. The status of each activity will change as steps are completed. The Next Action column will indicate what is available to “Start,” “Edit,” and “View.” If there is not a Next Action for a specific activity, a prerequisite must be completed first.

For example, in the Document Details page below, the employee’s six-month review is currently in progress. The manager has previously created a performance document for this employee, and the next activity, Establish Evaluation Criteria, is ready to be started. There is not a Next Action for the activity Nominate Peer Reviewers because the manager must complete the Establish Evaluation Criteria first.

After creating the review template, the manager establishes the criteria to be used to evaluate the employee’s performance. After the evaluation criteria are established, the employee will be able to see their self-evaluation. The evaluation criteria comprise the following:

- **Values**: Every employee is evaluated on the organizational values. Values contribute 50% of the employee’s evaluation. These will default into the review and the manager will not need to create them. Values will pre-populate into the document and cannot be changed.

- **Goals**: The employee’s individual goals from the previous review will automatically default into their current review if the manager created them. The manager can edit these for the current review. If individual goals were not created in the previous review, the manager can add them. The manager must evaluate at least one goal. Any relevant department goals will also appear in the review document but cannot be edited in the review document. The manager can assign a weighting of 0% of the department goals is not relevant.

- **Responsibilities**: The employee’s job responsibilities will automatically default from the previously validated job description. The manager can edit these for the current review.

**Note**: After the evaluation criteria are established, the employee’s review document and their self-evaluation will be available to complete. The employee will receive automatic notification that the self-evaluation is available to complete, so it is a good idea for managers to let their employees know when this step is complete.

To establish evaluation criteria in a review document already created, the manager selects the Start link in the Next Action column in Document Details.

![Current Performance Documents](image-url)
4. Step 2b. Establish Evaluation Criteria (continued)

Employees are evaluated on the organizational values. Values will default into the review and the manager does not create them. Values cannot be changed. Values are 50% of the review.

Individual goals established in the employee’s previous review and relevant department specific goals will default into the review. The employee must be evaluated on at least one goal. Goals are 25% of the review. The manager can edit individual goals but not department goals.

Responsibilities will default into the review from the employee’s job description. The manager can add, edit and delete job responsibilities as appropriate. Responsibilities are 25% of the review.

Save: Select frequently.
Complete: Select Complete when you done with establishing the evaluation criteria for this performance document. When selected, the evaluation criteria are available in the review document and the employee is able to see their self evaluation.
Return to Document Detail: Select to exit the Establish Evaluation Criteria activity and return to the Document Details. Work is not automatically saved when Return to Document Detail is selected.
4. Step 2b. Establish Evaluation Criteria (continued)

UPMC’s 5 system-wide values will appear as the first section of the review. This section contributes towards 50% of the employee’s overall rating. Values will default into the review and the manager does not create them. Equal weightings are assigned to the values and the weightings cannot be changed. Comments are not required for each value. Summary comments for the values section are required.

Hover over View Details to see a description of each UPMC value. Click on View Details to review the behaviors associated with each rating score.
4. Step 2b. Establish Evaluation Criteria (continued)

Goals

Goals contribute towards 25% of the employee's overall rating. At least one goal is required in the evaluation. Comments are not required for each goal. Summary comments for the Goals section are required.

The employee’s future goals from the previous evaluation will default into this section if the manager created them. Individual goals can be added, edited and deleted in the evaluation by the manager.

Department goals with dates that overlap the employee’s review period will also automatically default into this section along with the UPMC enterprise goal is cascades from.

Department goals cannot be edited or removed, however the manager can assign a weight of 0% if appropriate (see details below).

Goals should be SMART: Specific, Measurable, Appropriate, Reasonable, and Time Bound. The Due Date of the goal allows for managing the time-bound specifics of a goal. To change the due date, click the edit (pencil) icon.

Weighting Goals - assigning weights to individual goals is an option. By default, all goals are weighted equally. If weights are assigned, they must total to 100%. A weight of 0% is an option as well – this might be used if a department specific goal is not applicable for the employee during this review. Example: there are 3 goals; each must be weighted by 1/3 (33 %, 33%, and 34%) for the weightings to total to 100%.
4. Step 2b. Establish Evaluation Criteria (continued)

Job responsibilities will automatically default into the review from the employee’s job description. This section contributes towards 25% of the employee’s overall rating. The manager can edit, add and delete job responsibilities so the performance criteria reflect the duties the employee performed for this review period. Comments are not required for each job responsibility. Summary comments for the Responsibilities section are required.

NOTE: The job responsibilities in the performance review are numbered based on their order in the job description. If a responsibility is deleted in the review, the remaining responsibilities do not renumber. For example, if an employee has 4 job responsibilities and the manager deletes #2, the remaining job responsibilities will be numbered 1, 3, and 4. Responsibility 2 is not viewable in the review because it was deleted.
4. Step 2b. Establish Evaluation Criteria (continued)

When the Goals and Responsibilities that will be included in the review are complete, the manager finalizes the evaluation criteria. To finalize the evaluation criteria, the manager selects Complete and then confirms. After the manager completes the evaluation criteria, the evaluation document is finalized and the employee will be able to view and complete their self-evaluation. It is a good idea for the manager to let the employee know when this step is complete.

After clicking the Complete button, the manager confirms that the evaluation is finalized by clicking the Complete button again. The employee will receive notification that the self-evaluation is available to complete.
4. Step 2b. Establish Evaluation Criteria (continued)

After finalizing the Establish Evaluation Criteria activity, the Document Details page will be updated. The Establish Evaluation Criteria activity status will change to Completed and will be view-only. In addition, the manager can begin the peer review process and can begin to complete the evaluation. The employee’s self evaluation will be available to the manager after the employee has completed it.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Status</th>
<th>Due Date</th>
<th>Action</th>
<th>Next Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish Evaluation Criteria</td>
<td>Completed</td>
<td>03/09/2013</td>
<td>View</td>
<td></td>
</tr>
<tr>
<td>Nominate Peer Reviewers</td>
<td>Not Started</td>
<td>03/09/2013</td>
<td>Start</td>
<td></td>
</tr>
<tr>
<td>Track Nominations</td>
<td>Not Started</td>
<td>03/09/2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>View Peer Evaluations</td>
<td>Not Started</td>
<td>03/09/2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>View Self Evaluation</td>
<td>Not Started</td>
<td>03/09/2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete Manager Evaluation</td>
<td>Not Started</td>
<td>03/09/2013</td>
<td>Start</td>
<td></td>
</tr>
</tbody>
</table>

Green Check ✔ confirms that evaluation criteria have been completed for this review document.

First activity is completed (now view-only). Manager can begin next steps in the process.
5. Step 3a. Nominate Peer Reviewers

The manager can request and gather feedback from peer reviewers who will provide input to the employee’s review. The entire process is done online. This is an optional step. Peer reviewers will receive an alert in My HUB that they have been nominated, and they will complete the evaluation online. It is a good idea for the manager to let the person know that they are being nominated and communicate when the review is to be completed.

There are three types of peer reviews:

- **A Peer (Values/Goals/Duties)** is able to review the employee's values, goals, and responsibilities. This review type might be selected if the peer reviewer has first-hand knowledge about all aspects of the employee’s performance.
- **A Peer (Values/Duties)** is able to review the employee's values and responsibilities, but not goals. This review type might be selected if the manager would like feedback from a co-worker or project team member who may not know what the employee’s goals are.
- **A Peer (Values Only)** is able to only review the employee’s values, and not job responsibilities or goals.

Transfer Document: The manager also is able to assign the completion of an employee’s review to someone else. To do this, the manager temporarily transfers ownership of the employee’s review document to a designee (delegate). The designee (delegate) is responsible for obtaining feedback about the employee’s performance, evaluating the employee on the performance criteria, completing the evaluation document, and returning it to the manager. **Transfer Document feature.**
5. Step 3a. Nominate Peer Reviewers (continued)

To nominate a peer reviewer: From Document Details, the manager selects the Start link to the right of Nominate Peer Reviewers under the Activity heading.

**Note:** To return to the Document Details page, click on the Performance Management link under the My Staff section of My HUB. Then, click on the Return to Current Performance Documents link; then click on the document type to the right of your employee’s name.
5. Step 3a. Nominate Peer Reviewers (continued)

The manager selects the type of reviewer to nominate for feedback regarding the employee’s performance. Options:

Peer (Values/Duties/Goals) - can evaluate values, goals and responsibilities.

Peer (Values/Duties) - can evaluate values and responsibilities, but not goals.

Peer (Values Only) - can evaluate values, but not goals or responsibilities.

Select Add Peer (Values/Duties/Goals) to nominate a peer reviewer who will evaluate the employee on values, job responsibilities, and goals.

Select Add Peer (Values/Duties) to nominate a peer reviewer who will evaluate the employee on values and job responsibilities, but not goals.

Select Add Peer (Values Only) to nominate a peer reviewer who will evaluate the employee on values, but not job responsibilities or goals.
5. Step 3a. Nominate Peer Reviewers (continued)

The manager types in the name of the person to be nominated as a peer reviewer. Correct spelling of the name will ensure that the right person is selected to provide feedback about the employee to be evaluated.
5. Step 3a. Nominate Peer Reviewers (continued)

A list of employees will display based on the information the manager entered as Search Criteria. To select a person to nominate, the manager clicks in the box to the left of the name listed. To confirm that this person is to be selected for nomination as a peer reviewer the manager clicks the OK button to confirm. The manager can select additional peer reviewers and can delete any of them after they have been selected. The peer reviewer will not be notified or be able to see the peer evaluation document until the final submission step, which will notify the selected peer reviewer.

Click the symbol to the right of the name listed to see data about the person and verify it is the correct name.
5. Step 3a. Nominate Peer Reviewers (continued)

The name of the person nominated will appear as a participant. To save the name of the person selected as a peer reviewer, the manager clicks the Save button. To complete the nomination of a peer reviewer, the manager clicks the Submit button. When the manager nominates a peer reviewer, the peer reviewer will receive an email notification that they have an evaluation ready to complete. The peer reviewer will need to go into My HUB and accept the nomination in order to complete the peer evaluation. It is a good idea for the manager to communicate with the peer reviewer in advance and let them know when the evaluation needs to be completed.

Review and verify the information about the person nominated, type of review that will be completed, and the type of peer reviewer.

Click **Save** to save the nomination.

Click **Submit** to complete the nomination of a peer reviewer. Notification will be sent to the peer reviewer that they’ve been nominated to complete a peer evaluation.
5. Step 3a. Nominate Peer Reviewers (continued)

After selecting and/or nominating peer reviewers, the statuses of the Nominate and Track Nominations activities are In Progress. The manager can add and submit peer reviewer nominations throughout the process of completing the employee’s evaluation. This offers the manager the opportunity to receive the appropriate amount and type of feedback they need from peer reviewers.

Select Edit link to the right of Nominate Peer Reviewers to view the status, to cancel, or resubmit nominations.

Status of this activity is In Progress.
6. Step 3b. Review Peer Reviewer Evaluations

After one or more peer reviewers have accepted a nomination, a View link is available to the manager to review completed peer evaluations in View Peer Evaluations.

Note: To return to the Document Details page, click on the Performance Management link under the My Staff section of My HUB. Then click on the Return to Current Performance Documents link; and then click on the document type to the right of your employee’s name.
6. Step 3b. Review Peer Reviewer Evaluations (continued)

The manager can review completed evaluations by clicking on the name of the person listed as a participant. The status of a peer evaluation changes from “In Progress” to “Completed” when the peer reviewer completes the online evaluation document. The manager can only view peer evaluations that are completed and will receive an email notification when a peer evaluation is completed.

The status of the Peer Evaluation will change from In Progress to Completed when the peer reviewer has completed it.

The manager can review the evaluation by clicking on the participant’s name.
6. Step 3b. Review Peer Reviewer Evaluations (continued)

The manager can reopen a peer evaluation as long as the manager evaluation is still in progress. This may be an option if a peer reviewer wishes to provide or a manager requests additional feedback on the employee.

Document status is Complete when the Peer Reviewer has completed the evaluation.

Expand and Collapse sections of the document to control your view.

The Manager can reopen the Peer evaluation.
7. Step 3c. Review Self-Evaluations

The manager will receive email notification when the employee has completed the self-evaluation. In Document Details, the status of the self-evaluation will change from In Progress to Complete after the employee has completed the self-evaluation. The manager can review the employee’s self-evaluation by clicking on the View link to the right of the View Self-Evaluation activity.

**Note:** To return to the Document Details page, click on the Performance Management link under the My Staff section of My HUB. Then click on the Return to Current Performance Documents link; and then click on the document type to the right of the employee’s name.
7. Step 3c. Review Self-Evaluations (continued)

The manager can review the employee’s completed self-evaluation by scrolling through the document and reviewing each section.
7. Step 3c. Review Self-Evaluations (continued)

Reopen the Self-Evaluation

The manager can reopen the self-evaluation after it has been submitted, for example, if the employee wishes to make a change. Go to Step 4a of this guide to skip this feature and continue with completing the manager evaluation.

The manager can reopen a self-evaluation that an employee has completed by selecting View Self-Evaluation in Document Details. The status of this step is “Completed” because the employee has finished their self-evaluation. The manager, however, can view the document.

Click View to the right of the View Self-Evaluation activity to go into the employee’s self-evaluation and reopen it.
7. Step 3c. Review Self-Evaluations (continued)

Reopen the Self-Evaluation (continued)

To reopen the self-evaluation, the manager scrolls to the bottom of the document and selects the Reopen button.

The manager confirms that they want to reopen the employee’s self-evaluation. When the manager confirms this step, the status of the employee’s self-evaluation will change from “Complete” to “In Progress” and the employee can go into the document and edit it. The employee will need to mark the document complete after making edits. It is a good idea for the manager to let the employee know that they’ve reopened their self-evaluation and remind them that they will need to go back into it and mark it complete.
8. Step 4a. Complete the Manager Evaluation

The manager can begin completing the employee’s evaluation at any time after the evaluation criteria are established. The manager will evaluate the employee on each performance criteria and determine the employee’s merit increase based on the established merit guidelines. The manager will have the opportunity to review and incorporate the content of the employee’s self-evaluation, peer reviewer evaluations, and their own performance notes taken throughout the year.

If the employee’s “reports to” manager has transferred the completion of the review, the designee (delegate) will function as the temporary owner to complete the evaluation. The designee will be listed as the new manager of the document temporarily and the employee’s “reports to” manager is ultimately responsible for the evaluation and for submitting the review and merit (if applicable) for approval.

The manager selects the Start link to the right of the Complete Manager Evaluation activity to begin evaluating the employee on their performance criteria.
8. Step 4a. Complete the Manager Evaluation (continued)

The manager evaluates the employee on the performance criteria previously established in the document, including Values, Goals, and Responsibilities. The manager will also verify completion of mandatory requirements and can establish future goals for the next review period. The manager provides an overall summary of the employee’s performance for the review. The employee can provide comments to include in the review after the manager makes the review available to the employee.

Tips:
• Save frequently when working on the evaluation.
• Expand and collapse sections and items within sections as you work through the document.
8. Step 4a. Complete the Manager Evaluation (continued)

Section 1 – Values

The manager enters the rating and any comments regarding the employee’s achievement of each systemwide value in this section of the evaluation. Values contribute towards 50% of the employee’s overall rating. Spell check and writing tools are available throughout the evaluation document. In the Values Summary, the manager can enter overall comments about the employee’s achievement of the system-wide values. Summary comments for the values section are required. The employee’s overall rating for this section rolls up from the ratings given for each individual value.

[Diagram of the evaluation form with sections for Care and Listening, Dignity and Respect, Innovation and Excellence, Quality and Safety, Responsibility and Integrity, and Values Summary, with notes about selecting ratings and adding comments.]
8. Step 4a. Complete the Manager Evaluation (continued)

Section 2 – Goals

The manager evaluates the employee on each goal in the evaluation. The manager can enter the rating and any comments regarding the employee’s achievement of each goal. The manager must evaluate the employee on at least one goal. Spell check and writing tools are available throughout the evaluation document. The manager also can review ratings and comments provided by the employee in their self-evaluation and in peer evaluations (if applicable) and import comments directly from those evaluations into the manager evaluation.

Weightings

The Goals and Job Responsibilities sections can be individually weighted. If weightings are use, the weightings for each section must total to 100 percent and be entered as whole numbers (33 percent and not 33.33 percent). Error messages will result if weightings are used and they do not total correctly.

Example: Employee has three responsibilities; each must be weighted by 1/3 (33 percent, 33 percent and 34 percent) in order for the weightings in this section to total 100 percent.
8. Step 4a. Complete the Manager Evaluation (continued)

Section 2 – Goals Summary

The manager can enter overall comments about the employee’s achievement of goals in the goals summary section of the evaluation. The employee’s overall rating for all goals in the section rolls up from the ratings given for each goal.

[Instructions and images related to the goals summary section of the evaluation]

Tip: If the ratings of individual criteria are changed, recalculate the overall rating by clicking the calculator symbol.
8. Step 4a. Complete the Manager Evaluation (continued)

Section 3 – Responsibilities

The manager enters the rating and any comments regarding the employee’s achievement of each responsibility in this section of the evaluation. Spell check and writing tools are available throughout the evaluation document. The manager also can review ratings and comments provided by the employee in their self-evaluation and in peer evaluations (if applicable) and import comments directly from those evaluations into the manager evaluation.

- View responses of the employee or peer (if applicable) about this responsibility.
- Select the performance rating from the rating list for each responsibility on which the employee is rated.
- Add comments to provide additional details. Comments can also be brought into the review directly from the employee’s self-evaluation, other reviewers’ evaluation, or the manager’s performance notes.
8. Step 4a. Complete the Manager Evaluation (continued)

Section 3 – Responsibilities Summary

In the Responsibilities Summary section, the manager can enter overall comments about the employee’s achievement of job responsibilities. The employee’s overall rating for this section rolls up from the ratings given in each individual responsibility.

Click on the calculator symbol to calculate the overall rating for the Responsibilities section.

Enter comments regarding overall achievement of job responsibilities.
8. Step 4a. Complete the Manager Evaluation (continued)

Section 4 – Manager Verifications

Managers are required to verify certain requirements as part of the employee’s review. If any requirement is not satisfied, the manager will not be able to continue and complete the employee’s evaluation. The manager can only enter “Yes” or in some cases “Not Applicable”. Before starting this section of the evaluation, the manager may want to verify that these have been completed.

<table>
<thead>
<tr>
<th>Section 4 Manager Verifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please remember to click on the Save button if you need to exit the review document to verify the items below. Expand Collapse</td>
</tr>
<tr>
<td>Has the employee completed all mandatory training?</td>
</tr>
<tr>
<td>Rating:</td>
</tr>
<tr>
<td>The only response option is “Yes.” Manager may need to verify completion of training in uLearn or via other methods before completing this section.</td>
</tr>
<tr>
<td>Have you reviewed this employee’s security permissions?</td>
</tr>
<tr>
<td>Rating:</td>
</tr>
<tr>
<td>The only response option is “Yes.” Manager may need to verify before completing this section.</td>
</tr>
<tr>
<td>Have you verified all department specific competencies?</td>
</tr>
<tr>
<td>Rating:</td>
</tr>
<tr>
<td>Select N/A if not applicable. Details regarding completion of department-specific competencies are maintained by the department.</td>
</tr>
<tr>
<td>Did you complete the employee’s dept. orientation checklist?</td>
</tr>
<tr>
<td>Rating:</td>
</tr>
<tr>
<td>Applies only to six month reviews.</td>
</tr>
</tbody>
</table>
8. Step 4a. Complete the Manager Evaluation (continued)

Section 5 – Future Goals/Development Plan
The manager enters the employee’s individual goals for the next review in the Future Goals/Development Plan section of the evaluation. The goals the manager enters will automatically carry forward into the employee’s next review document when it is created.

The manager adds a goal by clicking on the link in the Future Goals/Development plan section.

Add goals to the employee’s review. Click on the link in Section 5.

To enter an individual goal, the manager enters a title and description for each goal being added. To save the goal that has been entered, the manager selects the Update button. The manager can add as many goals as needed. Any individual goals entered in this way will automatically appear in the review document the manager creates for the employee’s next evaluation.

SMART Goals:
- Specific
- Measurable
- Appropriate
- Reasonable
- Time Bound

Tips:
- Create SMART goals.
- Select the Update button to save.
- Goals entered will carry forward into the employee’s next review.
8. Step 4a. Complete the Manager Evaluation (continued)

Section 6 – Overall Summary
The employee’s overall performance rating is in the evaluation summary section. The manager can enter an overall summary of the employee’s performance in the comments. Spell check and writing tools are available throughout the evaluation document.

The overall summary is the last section of the employee evaluation the manager completes before submitting the merit increase (if applicable) and performance document for approval.

Section 7 – Employee Comments
The employee comments section will be available to the employee to complete after the manager completes the review and marks it as available for the employee to review and acknowledge.

The employee’s overall performance rating rolls up from ratings in previous sections.

The manager can enter comments regarding the employee’s overall performance for this review.
9. Step 4b. Submitting the Merit Increase and Performance Document for Approval

The manager enters the recommended merit for the employee and submits both the merit recommendation and the performance document through the department's approval process. After completing the employee evaluation, the manager selects the Submit for Approval button to begin the merit and review approval step.
9. Step 4b. Submitting Merit Increase and Performance Document for Approval (continued)

Error Resolution

If information is missing in the employee’s evaluation when the manager submits it for approval, an error message will appear indicating which section of the review needs attention. The manager will not be able to continue with the approval step until all problems have been addressed.

Message will indicate the section and the specific problem that needs attention in order for the manager to submit the performance review for approval.

- Please enter a rating for all items in the Goals section.

  1. Project Management

- Please enter a section summary rating in the Goals section.
- Please enter a rating for all items in the Responsibilities section.

  1. Responsibility 1
  2. Responsibility 2
  3. Responsibility 3
  4. Responsibility 4
  5. Responsibility 5
  6. Responsibility 6
  7. Responsibility 7

- Please enter a section summary rating in the Responsibilities section.
9. Step 4b. Submitting Merit Increase and Performance Document for Approval (continued)

The manager submits the merit increase (if applicable) and performance document for approval by completing Steps 1 through 5 of the Submit Performance Review for Approval process. If the manager has temporarily transferred ownership of a performance review, the designee (delegate) must transfer it back to the manager before the manager can submit the evaluation for approval.

Step 1: Click Edit button to begin.
9. Step 4b. Submitting Merit Increase and Performance Document for Approval (continued)

On the Change Salary Component page the employee’s overall performance rating and merit range percent allowed based on current policy is provided.

If the employee is eligible to receive a merit increase, the manager will be able to proceed to Step 3 and enter the merit based on the allowed range. (Go to next page to review instructions for Step 3).

If the employee is not eligible to receive a merit increase, the manager will not be able to enter a merit and proceeds to Step 4 by clicking the Continue button.
9. Step 4b. Submitting Merit Increase and Performance Document for Approval (continued)

On the Change Salary Component page the manager enters the change percent within the range provided in the prior step. After entering the merit percent, the manager clicks Continue.

Submit Performance Review for Approval
Change Salary Component

Step 3: Enter change percent within the range allowed that was provided in the prior step.

Step 4: Click Continue
9. Step 4b. Submitting Merit Increase and Performance Document for Approval (continued)

On the Submit Performance Review for Approval page the manager can review and verify the change amount to submit. After verifying that the change amount is correct, the manager selects the Submit button to send the merit recommendation for approval through the department’s approval path.
9. Step 4b. Submitting Merit Increase and Performance Document for Approval (continued)

The manager can check the status of the submitted performance review and merit request after submitting it. On the Manager Home page, the manager clicks the Transactions Submitted in the Manager Transactions and Reports section.
9. Step 4b. Submitting Merit Increase and Performance Document for Approval (continued)

On the Transactions page the manager can click on the transaction number on the far left column to view transaction details. The Transaction type and Next Approver in the workflow also are listed. The “Merit Increase” transaction types identify transactions submitted through ePerformance.
9. Step 4b. Submitting Merit Increase and Performance Document for Approval (continued)

View details regarding the request. Go to the next page to review a list of statuses and what they mean.

Status of this review is Pending Approval, which means the review has been submitted by the manager and is awaiting approvals by those defined in the department’s approval path.

Continue to next page to see all of the statuses associated with approving a merit transaction.
10. Step 5. Approvals and Reviews

Approving the review and merit transaction

Below are the various statuses associated with approving a merit transaction. While approvals are in process, the manager begins preparing for the review meeting with the employee. Either prior to or after the meeting, the manager can make the review available for the employee to see online (see next section for instructions).

**Pending Approval**: The merit and review have been submitted by the manager and is awaiting approvals by those defined in the department’s approval path.

**Approved**: The necessary approvals have been obtained and the manager can proceed to hold the review meeting with the employee and complete the review process.

**Denied**: The transaction has not been approved and will need to be submitted again by the manager for approval. Reasons include:
- An approver denied the transaction.
- The performance review document was cancelled, which automatically will cancel the associated merit transaction.
- The overall rating on the performance review was changed, indicating that the allowable merit range has changed. This will automatically cancel the associated merit transaction.

**Submitted for Processing**: The manager has completed the performance review document and the merit will be uploaded into PeopleSoft as part of the nightly program.

Once the performance review document is completed, it will become read-only and the merit will automatically change status to Submitted for Processing. HR will not need to approve merit transactions for reviews completed through ePerformance.

**Processed**: The merit transaction has been completed and uploaded to PeopleSoft without errors.

**Forwarding the review to others**
The review will only be visible to those in the approval process at the time they review and approve the document. However, either the manager or approver can click “Forward Review” on the review document to send the review to someone else within the employee’s reporting structure. The person receiving the forwarded review can enter comments on the review, but this is optional.
11. Step 6. Conducting the Review Meeting and Completing the Process

After the review and merit have been approved, the review meeting can be held and the employee can electronically acknowledge their review. There are several steps to complete the process. As each step is completed, the manager updates the review process in ePerformance. After updating the review, the next step will become available to complete. Below is a summary of these ePerformance steps:

- **Mark Available**: Either before or after the review meeting is held, the manager updates the review status to make the review available to the employee to review in My HUB. When this step is completed, the employee receives an automatic email notification that the evaluation is available to review and acknowledge through My HUB. However, the employee should not acknowledge the evaluation in My HUB until after the review meeting has been held with the manager.

- **Acknowledge**: Once the review meeting has been held and the manager has made the review available, the employee electronically acknowledges the review in My HUB. When the employee completes this step, the manager receives an automatic email notification that the employee has acknowledged the review. The manager can confirm that the employee acknowledged the review by checking the review status.

- **Mark Complete**: After confirming that the employee has acknowledged the review, the manager updates the review status to finalize the review in ePerformance. Once the evaluation is finalized, the manager will no longer be able to make changes and will have view-only access to the document. In addition, the approved merit (if applicable) is automatically submitted for processing into the HR system.
11. Step 6. Conducting the Review Meeting and Completing the Process (continued)

Mark Available

To make the evaluation available to the employee to review and acknowledge, the manager clicks the Mark Available link to the right of the Complete Manager Evaluation activity in Document Details. Once the manager completes this step, the employee will be able to both see and electronically acknowledge their review. The manager can choose to make the review available for the employee to see and acknowledge either before or after the review meeting is held. However, the employee should acknowledge the review only after the review meeting has been held.

The employee will not be able to see the content of the evaluation until the manager completes this step. It is a good idea for the manager to discuss with the employee the next steps in the process.

**Note:** To return to the Document Details page, click on the Performance Management link under the My Staff section of My HUB. Then click on the “Return to Current Performance Documents” link and then click on the document type to the right of your employee’s name.
11. Step 6. Conducting the Review Meeting and Completing the Process (continued)

Mark Available (continued)

Confirm by selecting Available for Review. Once the manager makes the review available for the employee to see, the employee will be able to see and acknowledge the manager’s evaluation. The employee should acknowledge their review only after the review meeting has been held.
11. Step 6. Conducting the Review Meeting and Completing the Process (continued)

Mark Available (continued)

A message will indicate that the evaluation is available for the employee to review and acknowledge. To confirm that the review is to be made available to the employee to review and acknowledge, the manager clicks the OK button.

![Image of Performance Document - Six Month Performance Review]

Available for Review

You have chosen to allow the employee to view this evaluation. To confirm your choice, click the OK button. Once the review meeting has been held, please instruct the employee to acknowledge the review through My HUB.

Note: If you have changed the employee’s overall rating since this review was last approved, you will be required to resubmit the review for approval before proceeding.

The overall rating you have assigned to this document is Solid, Strong, Good Performer.
11. Step 6. Conducting the Review Meeting and Completing the Process (continued)

Mark Available (continued)

After the manager makes the review available to the employee, the status of the review in Document Details updates to Employee to Acknowledge. The employee can now go into the evaluation to acknowledge it. The employee will receive an email and a My HUB alert notification that the review is available to acknowledge. It is a good idea for the manager also to communicate this to the employee.
11. Step 6. Conducting the Review Meeting and Completing the Process (continued)

**Acknowledge**

Once the review meeting has been held and the evaluation is available for the employee to view in My HUB, the next step is for the employee to go into My HUB and acknowledge their review. It is a good idea for the manager to remind the employee to go into My HUB to acknowledge the review. The step is outlined for employees in the Employee Step-by-Step Guide.

The manager will receive an email notification after the employee has acknowledged the review. The manager also can confirm that the employee acknowledged the review in the Document Details of the review.

Review status is Acknowledged after the employee has electronically acknowledged their review in My HUB.

Next available step is for the manager to mark the review as complete.
11. Step 6. Conducting the Review Meeting and Completing the Process (continued)

Mark Complete

After confirming that the employee has acknowledged the review, the manager updates the status of the review to Complete. Once the manager completes this step, the review is finalized and can no longer be changed.

In Document Details, the manager updates the status of the Complete Manager Evaluation step by selecting Mark Complete.
11. Step 6. Conducting the Review Meeting and Completing the Process (continued)

Mark Complete (continued)

The manager clicks the Complete button to finalize the process.
11. Step 6. Conducting the Review Meeting and Completing the Process (continued)

Mark Complete (continued)

The manager clicks Complete to finalize the evaluation. When this step is completed, the merit (if applicable) will be processed in the HR system and the evaluation will be finalized and unable to be edited by the manager.

Click Complete to confirm. If you select Cancel, you will return to the previous screen.
11. Step 6. Conducting the Review Meeting and Completing the Process (continued)

Mark Complete (continued)

The manager returns to the Document Details by clicking OK.
11. Step 6. Conducting the Review Meeting and Completing the Process (continued)

After the manager finalizes the review, the status of the Document Details updates to Completed and the manager can only view the evaluation document. The evaluation document is now finalized and can no longer be changed. The approved merit is automatically submitted for processing into the HR system. The manager can see the review, but will not be able to make any further changes. The performance evaluation is now complete.

Review status is Completed after the manager confirms that the review is finalized.

When the review is Complete the manager can view, but cannot edit the review.
12. Error Resolution

When the manager submits a performance evaluation for approval, an error message will appear if there is missing information in the employee’s review. The manager will not be able to process the merit or review until the errors are resolved.

If there are errors to resolve, the following screen will display after the manager clicks the Submit button. Errors are highlighted in RED. Below are examples of the messages that may appear. Some common errors include not rating the employee on all criteria that are in the evaluation document. To correct the error, the manager will need to go into the section of the evaluation document where the error exists and correct the problem. After all errors are resolved, the manager will be able to submit the review for approvals.

Error message will identify the section and the type of information that is missing. To resolve, go back to the section indicated.
13. Writing Tools

The manager has several online tools to assist in preparing the employee’s review. The manager can view the employee’s self-evaluation and the evaluation of other reviewers while reviewing each performance criterion. Links are provided in the evaluation document that the manager can select to bring up the rating and comments that the employee has entered in their self-evaluation, or that a peer reviewer has entered in the peer evaluation. In addition, the manager can import those comments, as well as the manager’s own Performance Notes, directly into the evaluation document.

Select link to see the employee’s and/or peer reviewers’ evaluations for this specific performance criterion.

Select link to import comments or Performance Notes directly into the summary section for a performance criterion.
14. Entering Performance Notes

Managers can use this feature to maintain notes throughout the year regarding an employee’s performance. The manager can select Enter Performance Notes on the Performance Management Home page to use this feature.
14. Entering Performance Notes (continued)

The manager can select the employee from a list of direct reports. In Performance Notes, the manager can find an existing note or add a new one. Maintaining notes during the performance year will allow the manager to capture information throughout the year and help to complete the annual performance review. Performance Notes are viewable only by the manager.
15. Viewing Historical Evaluations

Performance reviews completed in ePerformance are stored electronically, and historical reviews are accessible to managers and employees. Managers can view the performance reviews previously completed for their employees from the Performance Management Home page in My HUB.

Select View Performance Documents to view:
- Completed performance evaluations of your current staff.
- All performance evaluations that you have completed.
- Performance evaluations that have been forwarded to you for review.
16. Cancelling Performance Evaluations

To cancel a performance evaluation that has been started in ePerformance, the first step of the process, Establish Evaluation Criteria, must be completed. The manager can confirm that this step has been completed by reviewing the status of the evaluation on the Document Details page. If this step has not been completed, the manager should first go into the review and complete it before canceling it.

To cancel a review: From the Document Details page, select the Start link next to the Complete Manager Evaluation step.
16. Cancelling Performance Evaluations (continued)

Scroll to the bottom of the Manager Evaluation page and click on the Cancel Evaluation button.
16. Canceling Performance Evaluations (continued)

Click Yes to confirm.

On the Document Details page, a confirming message will indicate that the evaluation was successfully canceled, and the status of the evaluation is Cancelled. The cancelled evaluation will remain in the manager’s historical reviews but cannot be recreated. The manager will need to create a new document.