What's Covered: This document provides step-by-step instructions on how to complete the Exception Form for the Annual Review. For more high-level information on the process, see the Quick Start Guide: Completing Your Annual Review (Exception Form) guide.

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University Performance Management Process

For more information on Harvard’s performance management process, complete the online course, An Overview of the Assessment Phase, or contact your local HR office.

During the Assessment phase, employees, managers, and other potential references complete assessments of an individual’s performance relative to the stated goals and competencies. Afterward, employees and managers discuss the results and employees receive ratings on goals and competencies, as well as overall performance ratings.

Workflow Guidelines for the Assessment Phase

You and your manager can follow these guidelines when completing the Annual Review using the Exception Form:

1. You recommend reviewers, such as peers, clients, additional supervisors, and direct reports (managers only) to provide feedback on your performance for the year.
2. Your manager selects the final reviewers and submits the requests. The evaluation feedback goes directly to your manager.
3. Your manager enters a summary of any collected feedback, plus an overall summary and rating into the Manager’s Evaluation. When the evaluation is ready, it is shared with you.
   Depending on your local policy, your manager may discuss your review first before sharing the document with you.
4. You and your manager meet to discuss the Manager’s Evaluation.
5. You have the opportunity to enter comments, then acknowledge the Manager’s Document.
6. The document becomes historical, and can be reviewed by you or your manager at any time.
Navigating to the Annual Review Document
Access the Annual Review document from the My Performance tile.

Current Performance Documents
The My Current Documents selection defaults. Click the performance document you want to access.

Selecting (Recommending) Reviewers
You can recommend four different types of reviewers to provide feedback on your performance. Your manager reviews your recommendations, decides who to request feedback from, then submits the requests. You will not directly view any of the feedback. Instead, your manager may incorporate reviewers’ comments into the Manager Evaluation.

Recommending reviewers is optional. Check with your school/unit’s guidelines for more information on requesting feedback.

The four reviewer types are:
- **Direct Reports** – For managers only, employees who report directly to you.
ePerformance: Complete the “Exception” Document (Employee)

- **Peers/Colleagues** – Peers, colleagues, co-workers, and Harvard internal clients who have worked closely with you during the year
- **Additional Direct Supervisors** – Supervisor(s) who manage you but are not responsible for completing your review and are not listed as the manager on your document. Select additional supervisor only if you have multiple direct supervisors.
- **Faculty Feedback** – Faculty who manage you or would provide feedback on your performance.

**Recommending Reviewers**
Follow these steps to select each type of reviewer.

1. From the Work Center, click **Select Reviewers**, then **Add Reviewers**.

2. Click **Add Peers/Colleagues** (Direct Reports, Additional Direct Supervisor, or Faculty Feedback).

3. Enter the employee’s last name in the appropriate field, then click **Search**.
4. Click the checkbox associated with the correct person. If more than one person appears in the Search Results, you can click the icon for more information, such as the person’s department and location.
5. Click **OK**.
6. After you have selected all reviewers, click **Save**.
   - The number of remaining available selections display on the top right section of each reviewer type.
   - To remove a reviewer from the list, click **Remove**, then **Save**.

7. Let your manager know once you have finished selecting reviewers by email, in-person, or by sending a notification from the **Notify** link (displays under the Save button).

### Complete the Self-Evaluation

1. From the Work Center, click **My Self Evaluation**, then **Update and Complete**.
   
   If you are completing your evaluation on a different date than recommending reviewers, the Self-Evaluation will automatically display.

2. Enter comments about your overall performance for the year.
3. When ready to share this information with your manager, click **Complete**, then **Confirm**.
4. Your manager is automatically notified that your Self-Evaluation is complete.
Review the Manager’s Document

Your manager completes the Manager’s Evaluation and marks it as “Share w/Employee.” When this occurs, you receive a system-generated e-mail notifying you that the document is ready for your review. You will be able to add comments to the Employee Comments section. If your manager has added attachments, you can view them.

Feedback tab

1. Review the Feedback from Peers/Colleagues section, where your manager provided comments on feedback solicited from peers, clients, other supervisors, etc.

2. If you are a manager, review the Feedback From Direct Reports – Part I and Feedback From Direct Reports – Part II sections, where your manager provided comments on feedback from your direct reports.
Summary tab

3. Review your Overall Summary, which includes your overall rating and comments from your manager.

Click to view the rating definitions (which differ from the competency ratings).

The comments you entered will display here, under Employee Comments.

4. If applicable, review any additional comments your manager added.

Your manager can continue to add or edit this section until you Acknowledge it.

5. Enter any final comments in the Employee Comments section.

6. You can view any attachments that your manager has chosen to share with you, if applicable.

Click the file name to access the attachment.

Note: The process for opening a file differs according to the browser you are using. In some cases, you will need to access the pop ups; in other cases you may need to minimize the current browser window to see the file.

Acknowledge Your Review

Acknowledging the review is similar to signing a document. To do so, click Acknowledge in the top-right of the page, then click Confirm. Your manager will receive a system-generated e-mail after you do so, and the evaluation process will be complete.
Viewing Completed Documents

Once you acknowledge the Manager Evaluation, the document becomes complete and moved to My Historical Documents.

To access, click the My Performance tile and then select My Historical Documents.

Frequently-Asked Questions

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>What happens to my Annual Review documents if I transfer to another school or department?</td>
<td>Your HR administrator can transfer the document to your new manager, but whether this occurs will depend on your school or unit’s policies and the timing of your transfer during the annual review process.</td>
</tr>
<tr>
<td>What happens to the document after the process is complete?</td>
<td>Once marked as Acknowledge, the evaluation becomes historical displays in My Historical Documents. It can be reviewed but not edited.</td>
</tr>
<tr>
<td>Who can see the data in my Annual Review document?</td>
<td>After the Annual Review process is complete, your direct manager, indirect managers, and HR administrator can view employee and manager comments in your documents.</td>
</tr>
<tr>
<td>Are the ratings I received in my Annual Review recorded in PeopleSoft?</td>
<td>The ratings you received for your competencies are recorded in your Staff Competencies, which you can access. To review, click the My Personal Details tile, then Professional Summary, then Staff Competencies.</td>
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Appendix - Rating Definitions

This appendix presents rating definitions for Overall Ratings.

Overall Ratings

<table>
<thead>
<tr>
<th>Performance Rating</th>
<th>Definition</th>
</tr>
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<tbody>
<tr>
<td>5- Leading Performance</td>
<td>Contributions have tremendous and consistently positive impact and value to the department and/or the organization. May be unique, often one-time achievements that measurably improve progress towards organizational goals. Easily recognized as a top performer compared to peers. Viewed as an excellent resource for providing training, guidance, and support to others. Demonstrates high level capabilities and proactively takes on higher levels of responsibility.</td>
</tr>
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### Performance Rating

<table>
<thead>
<tr>
<th>Rating</th>
<th>Definition</th>
</tr>
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<tbody>
<tr>
<td><strong>4- Strong Performance</strong></td>
<td>Consistently demonstrates high level of performance. Consistently works toward overall objectives of the department and/or organization. Viewed as a role model in position. Demonstrates high levels of effort, effectiveness and judgment with limited or no supervision.</td>
</tr>
<tr>
<td><strong>3- Solid Performance</strong></td>
<td>Consistently demonstrates effective performance. Performance is reflective of a fully qualified and experienced individual in this position. Viewed as someone who gets the job done and effectively prioritizes work. Contributes to the overall objectives of the department and/or the organization. Achieves valuable accomplishments in several critical areas of the job.</td>
</tr>
<tr>
<td><strong>2- Building Performance</strong></td>
<td>Working towards gaining proficiency. Demonstrates satisfactory performance inconsistently. Achieves some but not all goals and is acquiring necessary knowledge and skills. For new employees: this rating can be used when an employee is still coming up to speed with their job duties as appropriate, based on their tenure in the position.</td>
</tr>
<tr>
<td><strong>1- Not meeting expectations</strong></td>
<td>The quality of performance is inadequate and shows little or no improvement. Knowledge, skills and abilities have not been demonstrated at appropriate levels.</td>
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