What's Covered: This document provides step-by-step instructions on how to review and/or modify employee goals and competencies on the Checkpoint section of an annual performance document. For more high-level information on the process, see the Manager Checkpoint Document Quick Start guide.

Table of Contents
University Performance Management Process ............................................................................................................ 1
Performance Coaching in PeopleSoft ........................................................................................................................... 1
Navigating to Your Performance Documents ............................................................................................................... 2
Completing the Checkpoint Sections ............................................................................................................................ 3
   Review and Update Goals ......................................................................................................................................... 3
   Review and Update Competencies ........................................................................................................................... 5
   Feedback from Other Reviewers .............................................................................................................................. 7
   Feedback from Direct Reports - Part I & II (manager documents only) ................................................................. 7
Entering an Overall Summary ....................................................................................................................................... 8
Sharing Your Checkpoint Document ............................................................................................................................ 8
Completing the Checkpoint Phase ................................................................................................................................ 8
Reopening the Checkpoint ............................................................................................................................................ 9
Frequently Asked Questions ....................................................................................................................................... 10

University Performance Management Process
For more information on Harvard’s performance management process, complete The Performance Management Process online course.

Performance Coaching in PeopleSoft
The Checkpoint provides a formal opportunity for managers and employees to evaluate progress toward goals and make any necessary adjustments. No rating is assigned to performance in the Checkpoint. This document does not replace the face-to-face planning meetings you should be having with your manager.

You and your employee can follow these guidelines when completing the Checkpoint:

1. The employee reviews their goals and enter comments about their progress in the Overall Comments section of the Checkpoint document. The employee “shares” their comments.
2. You review your employee’s goals and comments, make any additions/changes, and add comments regarding their progress. You “share” your comments.
3. You and your employee meet and discuss the document and make additional changes, if necessary.
4. You mark the Checkpoint as Complete.
5. If edits are needed after the Checkpoint has been completed, you can reopen the document, which allows you both to make edits.

Note: All goals must be finalized by the start of the annual assessment phase, and the Finalize Goals document should be completed after the Checkpoint document is complete.

*Please follow your local school/unit’s timeframes for the various phases of the performance management process.
Navigating to Your Performance Documents

You can access your performance documents from the **Team Performance** tile on the PeopleSoft home page:

The **Performance** page defaults to the **Current Documents** page. Click anywhere on the row of the employee’s open document you want to access. To confirm which document you want to access, review the **Document Type**, **Document Status**, and **Period Begin/Period End**.

**Other Pages associated with your My Performance tile:**

- **Historical Documents**: review your employees’ performance documents that have been completed (prior-years)
- **Enter Preliminary Ratings**: entered as part of the assessment phase.
- **Maintain Performance Notes**: a tool that allows you to write confidential notes about your employee(s) throughout the year. You can pull these notes directly into your employee’s Evaluation during the assessment phase.
- **View-Only Documents**: includes historical documents as well as view-only access to documents (goals, employee, and manager evaluations only) for indirect reports as well as the documents employees may have had under previous managers.
Once in the document, use the Steps and Tasks to orient where you are in the process. During the Checkpoint phase, the “Set Goals” section should be set to Complete, and the other phases will become available later in the performance cycle.

**Completing the Checkpoint Sections**

Checkpoint is divided into four tabs: Goals, Competencies, Feedback, and Summary. Click the Long Format link to display all sections. Buttons in the top-right of the screen allow you to Save your document, Share the document with your employee, render the document to PDF (Print), email the employee listed on the document (Notify), and export to Word (Export).

**Review and Update Goals**

**Review Organizational Goals**

Organizational goals represent the planning that has been done at school and unit levels and support their priorities. These goals cannot be updated.

*Note: This view-only section displays only if your school/organization has defined its organizational goals in PeopleSoft.*

If your school/unit has defined organizational goals, you can link an individual goal to a specific organizational goal.

Use Expand to view the detail of all goals or click to expand each one.
Review Job and Performance Goals

Job and performance goals identify the work that needs to be completed in the year. When reviewing your employee’s goals, or adding new goals, ensure that they are S-M-A-R-T:

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>S</strong></td>
<td><strong>Specific</strong> – What results are to be achieved.</td>
</tr>
<tr>
<td><strong>M</strong></td>
<td><strong>Measurable</strong> – To know when success has been achieved.</td>
</tr>
<tr>
<td><strong>A</strong></td>
<td><strong>Aligned</strong> – How it fits into the big picture and the organization.</td>
</tr>
<tr>
<td><strong>R</strong></td>
<td><strong>Realistic</strong> – To be sure the employee has the resources, skills, and time necessary to complete the task.</td>
</tr>
<tr>
<td><strong>T</strong></td>
<td><strong>Timebound</strong> – To know by when it should be completed.</td>
</tr>
</tbody>
</table>

Use **Expand** to view the detail of all goals or click **†** to expand each one separately.

Update Job and Performance Goals

During the Checkpoint, you have an opportunity to add or revise the goals the employee entered during the Set Goals phase. For more information on entering goals, refer to the Completing Your Employee’s Goals document.

- To enter a new performance goal, click **Add a Job and Performance Goal**, and then select to either add your own goal, or copy a goal from another document.

- To edit a performance goal, click the **Edit** button, modify the goal as desired, and then click **Update**.

When modifying employee goals, it may be helpful to use the formatting features as well as the spell-check 🦿.
Review Professional Growth and Development Goals
Professional growth and development goals identify individual development needed to successfully achieve job and performance goals, as well as other needs of the current position or the department. When adding these goals, remember to include formal and informal learning and on-the-job projects or assignments that will provide opportunities for growth and learning.

Use Expand to view the detail of all goals or click to expand each one separately.

Update Professional Growth and Development Goals
During the Checkpoint process, you have an opportunity to add or revise the goals your employee entered during the Set Goals phase. For more information on entering goals for your employee, refer to the Completing Your Employee’s Goals document.

- To enter a new development goal, click Add a Professional Growth and Development Goal.

- To edit a performance goal, click the Edit button, modify the goal as desired, and then click Update.

When modifying goals, it may be helpful to use the formatting features as well as the spell-check.

Review and Update Competencies
Competencies are the knowledge, skills, and abilities that represent “how” work gets done. This section lists the core competencies on which you will evaluate the employee during the assessment process. These competencies have been identified by the University and your school and cannot be changed.
The competency sections display in the Competency tab. Click Expand to see a description of each competency.

**Review Additional Competencies**
Both you and your employee can include additional competencies that support the employee’s job and performance goals. Click the Competency Dictionary link to review the full definition of each competency.

Use Expand to view the detail of all goals or click to expand each one separately.

**Update Competencies**
During the Checkpoint process, you have an opportunity to add or delete the competencies your employee entered during the Set Goals phase. For more information on entering competencies, refer to the Completing Your Employee’s Goals document.

- To enter a new competency, click Add a Competency, and then select to either add a pre-defined item, or copy an item from My Team’s documents.

- To remove a competency, click the Delete button, then click Yes to confirm.
Feedback from Other Reviewers

The feedback sections display in the Feedback tab. These are questions that will be sent to other reviewers during the Assessment phase of the review cycle. Click **Expand** to view, delete, or add a note to each question. Click **Add a question for Other Reviewers** to select an additional question or add your own.

Feedback from Direct Reports - Part I & II (*manager documents only*)

For employees who have direct reports, the **Goal Setting Document** includes two additional sections to gather feedback during the assessment period. Employees can rate managers’ effectiveness in several areas. Click **Expand** to see the full list and descriptions.
Entering an Overall Summary
On the Summary tab, you can enter comments regarding your employee’s checkpoint/mid-cycle performance.

When entering your comments, it may be helpful to use the formatting features as well as the spell-check. Once you finish entering your comments, click the Save button at the top right of the page.

Sharing Your Checkpoint Document
When you are finished with your comments, click the Share with Employee button in the top right of the page. Your employee will then be able to review your changes and comments.

Completing the Checkpoint Phase
You may meet with your employee throughout the year to discuss their progress, and update their goals and competencies. Your employee will also add their comments to the Checkpoint document and share them with you. You can view your employee’s comments, but you cannot edit them.

When you are ready to complete the Checkpoint phase:

1. Under Steps and Tasks, click Review with Employee.
2. In the top right corner of the page, click **Complete Checkpoint**.

Once the Checkpoint is complete, you and your employee will move on to the next step in the process – Finalize Goals. The Finalize Goals document must be completed prior to beginning the assessment phase of the annual review.

**Reopening the Checkpoint**

After you click **Complete Checkpoint**, the **Steps and Tasks** section will display “Checkpoint” as complete. The next time you access your employee’s document, the Finalize Goals document will display.

If you need to reopen the Checkpoint, click the **Checkpoint** link, and then click **Reopen**. Once the document is displayed, click the **Reopen** button in the top right of the page.

Reopening the Checkpoint allows you and your employee to restart the Checkpoint process, make any necessary changes to the employee’s goals and competencies, as well as edit any previously entered comments.
## Frequently Asked Questions

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who can see the data in my employees' performance documents?</td>
<td>Security is built into the PeopleSoft performance management system. Only the manager or designated manager who is completing the performance management document can see the data before the goals are completed.</td>
</tr>
<tr>
<td>Can I copy goals from one annual review cycle to the next?</td>
<td>Yes! You have the option to select goals and competencies from other documents by clicking “Copy Item from My Documents” when you go to add a goal or competency. When copying a goal or competency, you can select from any of your employees' documents.</td>
</tr>
<tr>
<td>Can I or my employees update goals and competencies and add new ones throughout the annual review cycle?</td>
<td>Yes. After a document is complete, you can reopen the document for editing until the assessment phase begins.</td>
</tr>
<tr>
<td>Some of my employees have more than one manager. Can those managers input to their Checkpoint documents?</td>
<td>Additional supervisors can input to the planning process outside the PeopleSoft system. You can also add input from additional supervisors to the document.</td>
</tr>
<tr>
<td>What happens to my employee’s document if she transfers to another school or department?</td>
<td>Your HR administrator can transfer the document to the new manager, but whether this occurs depends upon your school or unit's policies and the timing of the transfer in the annual review process.</td>
</tr>
<tr>
<td>Is there a way that my employee can identify the edits I make to the document?</td>
<td>The system does not track the changes you make in Checkpoint. If you want your employee to identify your edits, advise her to print the goals notifying you that the document is ready for review. After you update the document, the employee can compare the two versions. Also, the audit timestamp at the bottom of each section displays the name of the manager who updated the section and the date it was updated.</td>
</tr>
<tr>
<td>What happens if my employee is on leave and cannot complete the Checkpoint in the allotted time period?</td>
<td>The Checkpoint can be completed at any time prior to the assessment phase. If your employee cannot complete the document, you do have the option to Skip Checkpoint, which will enable you to move onto the Finalize Goals document.</td>
</tr>
</tbody>
</table>