Manager Self Service: Performance Management
Completing the Mid-Year Review

Overview
This document provides step-by-step instructions on how to complete the documents that make up the Mid-Year Review. For more high-level information on the process, see the Manager: Completing the Mid-Year Review Quick Start guide. You can also view the Manager: Completing Your Employee’s Mid-Year Review online course.

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University Performance Management Process
For more information on Harvard’s performance management process, complete the Performance Management Process: Feedback and Coaching Overview online course or contact your local HR office.
Guidelines for Completing the Mid-Year Review using PeopleSoft

The **Mid-Year Review** 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 **Mid-Year Review**.

*Note: Completing the PeopleSoft Mid-Year Review documents should not replace face-to-face meetings with your employees.*

You and your employee can follow these guidelines when completing the **Mid-Year Review**:

1. Your employee completes the **Self Evaluation** document (**Employee’s Document**). You can view the **Employee’s Document**, but you cannot edit it.
2. You enter comments into the **Manager’s Document**, and share it with the employee.
3. You and the employee meet to discuss the **Manager’s Document**.
4. You confirm that you have met with the employee and reviewed the **Manager’s Document**.
5. The employee acknowledges the **Manager’s Document**.
6. After the employee acknowledges the **Manager’s Document**, you mark the document as **Complete**.

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

Navigating to the Documents

You can access documents through the **Quick Links – Self Service** menu.

Reviewing or Making Adjustments to the Goal Setting Document

If you or your employee needs to make adjustments to goals before or after the **Mid-Year Review**, you can reopen the **Goal Setting** document for editing.

Quick Links – Manager Self Service
If you do have open performance documents on which you are listed as manager, the **Current Performance Documents** screen displays a list of these documents. This screen also includes open documents that have been transferred to you.

### Current Performance Documents

Listed below are the open performance documents on which you are listed as manager. To view completed or cancelled documents, go to Historical Documents. No documents will be listed if none are currently assigned to you.

<table>
<thead>
<tr>
<th>Employee ID</th>
<th>Employee Name</th>
<th>Document Type</th>
<th>Begin Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>10710707</td>
<td>Sophie Mascioli</td>
<td>Mid-Year Review</td>
<td>11/01/2013</td>
<td>01/31/2014</td>
</tr>
<tr>
<td>10710707</td>
<td>Sophie Mascioli</td>
<td>Annual Review</td>
<td>07/01/2013</td>
<td>06/30/2014</td>
</tr>
</tbody>
</table>

To access the **Goal Setting Document**, click **Annual Review** and then click the **View** link. To reopen the document for editing, click **Reopen** and then **Reopen** again. Remember to click **Complete** after the edits are done.

### Navigating to the Mid-Year Review Documents

The **Current Performance Documents** screen displays the following:

<table>
<thead>
<tr>
<th>Column</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee ID</td>
<td>Employee HUID.</td>
</tr>
<tr>
<td>Employee Name</td>
<td>Name of employee.</td>
</tr>
<tr>
<td>Document Type</td>
<td><strong>Mid-Year Review</strong> – Assessment of employee at mid-year point. Other types are: <strong>Annual Review</strong> – Yearly review. <strong>Orientation Review Summary</strong> – New employee review.</td>
</tr>
<tr>
<td>Begin Date</td>
<td>Date review cycle begins.</td>
</tr>
<tr>
<td>End Date</td>
<td>Date review cycle ends (date review is due).</td>
</tr>
<tr>
<td>Job Code Description</td>
<td>Job description associated with the job code. <strong>Note: this is the job code title, not the employee's business title.</strong></td>
</tr>
<tr>
<td>Status</td>
<td><strong>In Progress</strong> – The status of the document. See pg. 4 for a list of status types.</td>
</tr>
</tbody>
</table>

Access the **Mid-Year Review** documents by clicking **Mid-Year Review** in the **Document Type** field (noted in red box in image above).
The Document Details screen appears.

![Image of Document Details screen]

The Performance Document Details section displays details such as document type and review period.

The Document Progress section lists the steps that comprise the Mid-Year Review cycle. Unlike the Goal Setting process, in which only one document is completed, the Mid-Year Review process produces two separate documents:

- **Employee's Document** – Your employee evaluates his/her accomplishments so far during the year.
- **Manager's Document** - You evaluate your employee's accomplishments so far during the year.

The Status of the documents will be one of the following:

<table>
<thead>
<tr>
<th>Status Type</th>
<th>Applies to Employee's Document</th>
<th>Applies to Manager's Document</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Started – Not opened.</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>In Progress – Edited but not Complete.</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Share w/Employee – You have shared the Manager’s Document with your employee.</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Met w/ Employee – You and your employee have met to review the Manager’s Document.</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Acknowledged – Your employee has acknowledged the Manager’s Document.</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Completed – Completed and cannot be edited.</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
Viewing the Employee’s Document

Click View on the Document Details screen to review the Employee’s Document (highlighted in red in the box above). This graphic shows an example of a completed Employee’s Document.

You can view the Employee Document, but you cannot edit it. You are not required to approve the Employee’s Document. Once the employee completes the Employee’s Document, he/she cannot edit it unless the manager reopens it. Click Reopen to enable the employee to edit the document. The employee must mark the document as Complete after editing.

Completing the Manager’s Document

Click Start on the Document Details screen to begin editing the Manager’s Document.
Step 1 – Enter Comments and Share with Employee

Overall Summary

Provide a summary of the employee’s accomplishments to date (254-character limit). To review what the employee wrote in the Overall Summary of the Employee’s Document, click View Other Comments.

Note: You will not be able to edit the Overall Summary after you share the Manager’s Document with the employee.

Using Writing Tools

The Writing Tools function enables you to access and edit any Performance Notes you have written for the employee.

Steps

1. Click Writing Tools, as shown in red on the Overall Summary graphic above. The Writing Tools – Suggested Results screen appears:

2. Select Performance Notes in the drop-down box and then click Go to access any performance notes you have written about this employee.
The **Writing Tools – Performance Notes** screen appears.

3. Enter a date range for performance notes within a certain timeframe or click **Search** to search for all performance notes about the employee.

The **Suggested Results** screen appears, listing all the performance notes you wrote about the employee:

4. Select the notes you want to add to the **Comments** field by clicking the check boxes to the left of the note.
5. Click **Add to Comments** to add the notes to the **Comments** field.
If you selected more than one note, each subsequent note will appear **directly** after the previous one, as shown below:

![Image of note selection interface]

6. Edit the text, removing any names and first person pronouns, and summarizing or paraphrasing the text where necessary. There is no character limit in this field. Click **Save and Return** to save the comments and return to the Manager’s Document.

![Image of Overall Summary]

**Employee Comments**

At this stage in the process, the **Employee Comments** section will be blank. If available, the employee self-evaluation comments will appear after you share this document with the employee.

![Image of Employee Comments]
Manager Comments

Unlike the Overall Summary section, the Manager Comments section can be edited throughout the Mid-Year Review process. You can add the comments to this section now or during any of the upcoming stages of the Mid-Year Review process. There is no character limit in this field.

Add Attachment

You can also add an attachment to the mid-year review. **Note: You will not be able to add attachments after you share the document with your employee.**

**Steps**

1. Click the **Add Attachment** link.

The File Attachment screen appears.

2. Click **Browse** to select the file to attach, then click **Upload**.

The system enables you to describe the attachment and identify the audience (employee and manager or manager only).

3. Select the audience and click **Save**.
After you click **Save**, the status on the **Document Details** screen changes to **In Progress** and the next action is **Share w/Employee**. You can click **Edit** or **Share w/Employee** to continue editing the document, if necessary.

![Manager’s Document In Progress](image)

**Share the Document with Employee**

After you finish editing the document, click **Save** then **Share with Employee** on the top or bottom of **Manager’s Document**.

![Save Share with Employee](image)

After you click **OK** to confirm the action, the employee gets an email notification that you have shared the **Manager’s Document**.

The status and actions on the **Document Details** screen change to **View** and **Met with Employee**.

![Manager’s Document View Met with Employee](image)

**Step 2: Meet with Employee**

After you click **Share with Employee**, your employee can view your feedback and can add comments to the **Employee Comments** section (optional). After your employee finishes reviewing and editing the **Employee Comments** section, he/she will click **Save** and then notify you that he/she has viewed the document.

From the **Current Performance Documents** page, click the **Mid-Year Review** for the employee.

**Note the current status: Share with Employee.**

![Current Performance Documents](image)

1. Click **Met with Employee** to access the document detail. (You can also click **View**.)

The **Manager’s Document** displays.
Steps

1. Review the Employee Comments section, which now displays the employee comments if any are available.
2. Add any Manager Comments, if applicable, and meet with the employee.
3. Click on the Manager Document, then click OK at the confirmation screen.
4. Click to edit the Overall Summary. Note: If you edit the summary, you will need to share the document the employee again.

Step 3: Acknowledge the Document

After you click Met With Employee, the status of the document becomes Met w/ Employee and the next action is Acknowledge:

Acknowledging the document, similar to electronically signing it, is the next step for the employee. The employee can also enter comments at this stage. PeopleSoft will send automatic email notifications to the employees requesting them to acknowledge that they have reviewed the document and met with their managers.

You can still add or change comments in the Manager Comments section after the employee acknowledges the review.

Manager Override: Acknowledge on Behalf of the Employee

If the employee cannot or will not acknowledge the document, the manager does have the option to override on behalf of the employee:

Steps

1. On the the Document Details page, click View or Acknowledge.
2. Click Acknowledge Review on the top or bottom of the Manager Document.

The Acknowledge Evaluation for Employee screen appears:

3. Indicate whether the override is due to needing to acknowledge on behalf of the employee, or whether the employee has refused to acknowledge the document. Click OK.
Step 4: Mark the Document as Complete

After the document is acknowledged, the final step is for you to mark the document as Complete.

| Manager’s Document | Acknowledged | 01/31/2014 | View | Complete |

Steps

1. From the Document Details page, click View or Complete
2. Review the employee comments (if there are any). Add any additional comments in the Managers Comments section. Click to perform a spellcheck.
3. Click Complete from either the top or bottom of the document
4. Click Complete on the confirmation page, or click to return to the document and make additional edits.
5. Click on the confirmation screen.

Employees receive system-generated emails that Mid-Year Review is complete and viewable via the Historical Documents page.

Viewing a Completed Document

After the Mid-Year Review is complete, you can view the documents via Quick Links>Manager Self Service>Performance Management>Team Historical Documents page.
Your mid-year **Overall Summary Comments** are saved as a performance note in the **Team Performance Notes** page under the title **FYXX-Mid Year – Comments**, as shown below. You will be able to access these comments from the **Manager’s Document** for the **Annual Review**. For more information about the **Team Performance Notes** page, see the **Using Performance Notes** work instruction.

![Performance Notes](image)

**Audit History**

This section provides a history (names, dates, times) of document creation and modification.

![Audit History](image)

**Printing the Document**

To print the document, you'll be prompted to first create a .PDF file.

**Steps**

1. Click 🖥️ at the top of the **Mid-Year Review** document to create a .PDF file of the document.
2. The file opens as a PDF. You can then print it.

*Note: The process for opening a PDF 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.*
## Frequently-Asked Questions

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can I or my employees update goals and competencies and add new ones before or after the Mid-Year Review cycle?</td>
<td>Yes. You can reopen the <strong>Goal Setting Document</strong> for editing until the assessment phase begins, which is 90 days before the assessment documents are due. You can access the <strong>Goal Setting Document</strong> through Quick Links via <strong>Manager Self Service&gt;Performance Management&gt;Team Current Documents&gt;Annual Review</strong>. Click the <a href="#">View</a> link beside the <strong>Goal Setting Document</strong>, then click <a href="#">Reopen</a> and <a href="#">Reopen</a> again. Remember to mark the document as complete after the edits are done.</td>
</tr>
<tr>
<td>What happens to my employee’s document after the Mid-Year Review process is complete?</td>
<td>The <strong>Employee’s Document</strong> and all the other documents that make up the Mid-Year Review process are stored in the employee’s <strong>My Historical Documents</strong> folder and the manager’s <strong>Team Historical Documents</strong> folder. You and your employee can view the documents, but cannot edit them.</td>
</tr>
<tr>
<td>Can I reopen any of the documents making up the Mid-Year Review process after the process is complete?</td>
<td>No, you cannot reopen any of the documents after the Mid-Year process is complete. Please see your local HR for additional information.</td>
</tr>
<tr>
<td>Does the data in the Mid-Year Review roll up to the Annual Review documents?</td>
<td>Your <strong>Overall Summary</strong> from the Manager Document will be saved as a performance note under the <strong>Team Performance Note</strong> folder. You will be able to access the notes through the <strong>Writing Tools</strong> function in the Annual Review document.</td>
</tr>
<tr>
<td>What happens if my employee will not or cannot acknowledge the Manager’s Document?</td>
<td>If your employee will not or cannot acknowledge the <strong>Manager’s Document</strong>, you acknowledge it for him/her.</td>
</tr>
<tr>
<td>Can I add or edit comments to the Manager’s Document after my employee acknowledges the review?</td>
<td>Yes, you (or your employee) can add or edit comments in the <strong>Manager’s Document</strong> until you mark the document as complete.</td>
</tr>
</tbody>
</table>