Employee performance management and development is an ongoing process throughout the year. Not only are appraisals an important element of ongoing productive communication, non-temporary P&S staff are entitled to an annual appraisal in accordance with P&S and Board of Regents policies. The performance appraisal meeting is an excellent opportunity to discuss performance and progress towards goals during the past year and determine career development opportunities and performance goals for the coming year. This document provides guidance, resources and instructions for staff and supervisors to navigate each step of the annual performance appraisal process within the Talent@UNI system, which is powered by PageUp.

2020-21 Appraisal Process/Timeline

The chart below outlines the Talent@UNI system steps and timeframes for the 2020-21 annual appraisal process. System emails with instructions and due dates will be sent when action is needed based on this timeline. In future years, once an appraisal is completed, the next year’s appraisal will be opened to allow for development and approval of goals. In the chart below, click on the step number to go directly to content on that step.

<table>
<thead>
<tr>
<th>Step</th>
<th>Actions</th>
<th>Due Date</th>
<th>What Happens Next</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1</td>
<td>Employee Goal Development (these were developed in spring/summer 2020; copy those goals into the system at this step)</td>
<td>2/16/21</td>
<td>Moves on to Step 2 as soon as Step 1 is completed; if supervisor requires an earlier deadline they will need to communicate deadline outside of the system</td>
</tr>
<tr>
<td>Step 2</td>
<td>Supervisor Edit/Approve Goals</td>
<td>2/26/21</td>
<td>Moves on to Step 3 as soon as Step 2 is completed</td>
</tr>
<tr>
<td>Step 3</td>
<td>Employee Self-Appraisal (optional unless supervisor requires)</td>
<td>3/18/21</td>
<td>Moves on to Step 4 as soon as Step 3 is completed. If supervisor requires an earlier deadline they will need to communicate deadlines outside of the system</td>
</tr>
<tr>
<td>Step 4</td>
<td>Supervisor Appraisal</td>
<td>4/19/21</td>
<td>Moves on to Step 5 as soon as Step 4 is completed</td>
</tr>
<tr>
<td>Step 5</td>
<td>Supervisor/Employee Appraisal Meeting</td>
<td>5/3/21</td>
<td>Moves on to Step 6 as soon as Step 5 is completed</td>
</tr>
<tr>
<td>Step 6</td>
<td>Employee Acknowledgment</td>
<td>5/10/21</td>
<td>Moves on to Step 7 as soon as Step 6 is completed</td>
</tr>
<tr>
<td>Step 7</td>
<td>Supervisor Sign-Off</td>
<td>5/17/21</td>
<td>Appraisal is complete once the supervisor signs-off</td>
</tr>
</tbody>
</table>
Home Page Navigation Overview

- **About me:** Access your optional journal (add, tag and view all journal entries) and performance appraisals.
- **My Team:** Access your team’s performance appraisals (if you supervise other staff). UNI Organization Managers will also see an organizational chart option which allows them to access appraisals at any level in their organization.
- **Journal entry:** Quick add for entries to your optional journal. Allows for easy access to add entries from a mobile device.
- **Menu Under Your Name:** Add a picture to your profile if desired and logout of the system.
- **My Performance Appraisals:** Quick glance and access to your own performance appraisal in process. This is where employees will take action on their appraisal when the appraisal is in the Employee Goal Development, Self-Appraisal, and Employee Acknowledgement steps.
- **Team Performance Appraisals:** Quick glance and access to performance appraisal in process for your direct reports, if applicable.

Supervisor Changes During The Year

Supervisor assignments for each appraisal are set in Talent@UNI based on the eBusiness Suite assignments at the time the appraisal is launched. When supervisor changes occur during the performance year after the appraisal is launched, the new supervisor will receive a notification when they log into Talent@UNI asking them if they would like to take supervisory ownership of the employee’s appraisal. When the previous supervisor has left UNI, the new supervisor will need to assume supervisory ownership. For position changes, depending on the timing of the appraisal due date, it may be best to make the supervisory ownership change in some cases but not in others. Although only one person can have supervisory ownership of an appraisal, the previous and new supervisors may collaborate outside of Talent@UNI to provide feedback for both parts of the performance year. It is encouraged in these cases for the two supervisors to discuss what makes the most sense given the timing, etc. When unique situations arise, the supervisor may contact hrs-performance@uni.edu for assistance.

Setting, Approving and Updating Goals

With the launch of the Talent@UNI system in February 2021, the previously established goals need to be copied into the new system. In future years, once an appraisal process is completed, the next year’s appraisal will be launched to allow for goal development within the system.

Supervisors and employees should work together to establish goals, objectives, projects, or special assignments for the coming year, however supervisors do have the ability to make final edits or additions to goals. Whenever possible, goals should be aligned with the department, the division/college and the University’s broader strategic priorities. Employees and supervisors should review the Setting SMART Goals resource. Goals can be added by the employee, or the supervisor, at the Employee Goal Development or the Supervisor Edit/Approve Goals steps. Goals may be subject to change during the year based on departmental and University needs. If goals subsequently change after being approved, they can either be updated in the Self-Appraisal/Supervisor Appraisal steps or the supervisor can move the appraisal back a step so edits can be made.
Employee Goal Development

- When HRS launches the appraisal, employees will receive a system-generated email notifying them to enter their goals, along with the due date.
- Log into Talent@UNI using your CatID credentials and click on **2020-2021 P&S Performance Appraisal** in the My Performance Appraisals box. It will display as Current step: Employee Goal Development.
- Click on **Next** at the bottom right of the page or click on **Goal Setting** in the step navigation bar near the top of the screen and enter the first goal.
- Complete the title for the goal as well as a description of the goal and when it is to be completed by.
- Click **Add Goals** for each additional goal.
- There is no save button at this step. The system will automatically save.
- Once all goals have been entered, either navigate through the remaining sections (which are not editable at the goal development step) by clicking on the **Next** button at the bottom right of the screen or click on **Next steps** in the step navigation bar near the top of the page to move directly to submit your goals.
- Click **Go to next step** to submit goals for review and approval by the supervisor. Do not click on this until you have completed entering all of your goals as this button moves your appraisal to the Supervisor Edit/Approve Goals step.
- After submitting the goals for supervisor review and approval, the goals will not be visible to the employee until after the supervisor approves them.
- If the employee and the supervisor have agreed that the supervisor will enter the previously agreed upon goals, the employee should log in and move the appraisal forward to the Supervisor Edit/Approve Goals step without entering the goals.

Supervisor Edit/Approve Goals

- The supervisor will receive an email once the employee has entered their goals or the time period for them to do so has expired. If they did not enter their goals, the supervisor can enter them on their behalf or move it back a step for the employee to complete.
- Log in to Talent@UNI. Under **Team Performance Appraisals** select the employee’s name that you are wanting to review and approve goals for.
- Either click the **Next** button at the bottom right of the screen or click on **Goal Setting** in the step navigation bar near the top of the page and review the employee’s goals for content and deadlines, etc.
- Edit or add additional goals, if needed, and communicate any changes to the employee.
- Click on **Next steps** in the step navigation bar near the top of the page.
- Click **Go to next step** to approve the goals.

Supervisor Instructions For Moving an Appraisal Back One Step

- From the menu on the Talent@UNI homepage, click on **My Team**.
- Select **Performance Appraisals** from the drop down menu and select the employee’s name. A new window will open.
- Click on the **Performance** tab and then click on the current step that the appraisal is in. A new window will open.
- Select the step prior to the current step and then click **Save**.
- Watch the **Moving an Appraisal Back One Step** GIF for a quick overview of this feature.
- Contact hrs-performance@uni.edu if assistance is needed.

Employee Self-Appraisal

During this step in the annual appraisal process employees are encouraged to complete a self-appraisal. This process affords employees the opportunity to reflect on and communicate a self-appraisal of their performance.
throughout the year, both in terms of accomplishments and areas of opportunity for improvement in the upcoming year. This is a recommended step in the annual appraisal process but is not required unless the supervisor requires it.

Log in to Talent@UNI and:

- Click on **2020-2021 P&S Performance Appraisal** in the My Performance Appraisals box. It will display as Current step: Employee Self-Appraisal.
- Enter comments related to the achievement of your 2020-21 goals and then click **Next** at the bottom right of the screen.
- Rate yourself on the performance factors (hover over the stars to see the rating scale).
- Add comments for each performance factor, if desired. To save comments as a draft, use the **Save as Private** option.
- Using the ellipses (…) to the right of the comment box, the comments may be edited, published (shared) or deleted.
- For the supervisor to be able to view comments, **Save & Share** or Publish a private comment must be selected.
- Click the **Next** button at the bottom right of the screen and then complete the position description question and the employee section of the Professional Development Plan, if desired.
- Once completed, either click **Next** at the bottom right of the page or **Next steps** in the step navigation bar near the top of the page and then click on **Go to Next Step**. This will allow the supervisor to begin the Supervisor Appraisal. Do not click on this until you have completed entering your self-appraisal as this button moves your appraisal to the Supervisor Appraisal step.
- After the self-appraisal has been submitted, the employee will not be able to view the current year appraisal in the system until the Supervisor/Employee Appraisal Meeting step. Once the appraisal is moved to the Employee Acknowledgment step, the employee can add final comments in the system.

If the employee is electing not to complete the self-appraisal, they should login and go directly to **Next Steps** in the step navigation bar near the top of the page and then click on **Go to Next Step** so that the supervisor can complete the Supervisor Appraisal.

**Supervisor Appraisal**

The supervisor will receive an email notification when it is time to begin completing the supervisor appraisal either when the employee has completed the self-appraisal in the system or when the self-appraisal timeframe has expired. If the supervisor is aware that the employee is electing to not complete the self-appraisal and they would like to begin the supervisor appraisal sooner than the self-appraisal expiration date, the supervisor may ask the employee to submit the self-appraisal without entering any ratings or the supervisor may contact hrs-performance@uni.edu to request that the self-appraisal be moved forward to the supervisor appraisal step.

Once the employee has submitted the Self-Appraisal and it is at the Supervisor Appraisal step, the employee will no longer be able to access their performance appraisal in the system until their one-on-one meeting with the supervisor.

During this step in the annual performance appraisal process, supervisors enter comments on the employee’s goal attainment and record performance ratings and comments for each performance factor. Each factor requires a rating. As a best-practice, performance-related concerns should not be brought to an employee’s attention for the first time during the formal performance appraisal process.

Prior to beginning an employee’s performance appraisal, view the [Supervisor Resources](#) on the HRS website.

To complete the supervisor appraisal in Talent@UNI:
● Gather and review all documentation regarding this employee’s job performance which could include comments, journal entries and files uploaded in the system, progress on goals, the employee’s self-appraisal (if applicable), other documentation not in this system such as any corrective actions taken, meeting notes, etc.

● Under **Team Performance Appraisals** select the employee’s name that you are wanting to complete the supervisor appraisal for.

● Add comments regarding the employee’s attainment of their 2020-21 goals as appropriate:
  o Use the **Add comment** button to add a comment regarding the status of each goal such as completed satisfactorily, some progress toward goal, goal not completed, etc. and any other relevant comments.
  o If desired, use the **Link journal entry** or **Upload file** features to add any other relevant information to this section.

● Complete the **Performance Factors** sections:
  o Assign a rating on all evaluation factors using the star chart. Hover over the stars to see the rating scale.
  o If desired, add comments, link a journal entry or upload a supporting file on any of the performance factors.
  o When adding comments keep the following in mind:
    ▪ The supervisor must **Save & Share** any comments for the employee to see them.
    ▪ Comments should be consistent with the rating assigned.
    ▪ Comments should not be made regarding protected absences such as Family Medical Leave absences.

● Click the **Next** button at the bottom right of the screen and answer the position description question and complete the supervisor section of the Professional Development Plan.

● Click the **Next** button and review the overall rating.

● The system will assign the overall rating based on the average score of the ratings for all factors. The factors are equally weighted in this system.

Should an employee’s appraisal result in an overall rating of Needs Improvement or Unsatisfactory, the supervisor should contact hrs-performance@uni.edu after consultation with the next-level supervisor.

**Do not move the appraisal to the next step (Supervisor/Employee Appraisal Meeting) until you want the content to be viewable by the employee.** When it is moved forward, the employee will have access to see your ratings and comments. Some supervisors may prefer to print/save the appraisal and review it together in that form before it is viewable by the employee in the system. It is also encouraged that you notify your own supervisor to let them know that now would be a good time for them to login to the Talent@UNI to review the ratings and feedback you intend to share with the employee.

**Next-Level Supervisor Review**

The next-level supervisor previously signed off on the former paper appraisals after the employee and supervisor had already signed off. Now the next-level supervisor does not have an official sign off; however, they are able to access these performance appraisals in Talent@UNI:

● Click on **My Team** on the navigation bar and select **Performance Appraisals** from the drop-down list.

● Select the **View Report** option at the far right of the employee’s name.

● The next-level supervisor may want to review to ensure the supervisor’s ratings are consistent with their understanding of the employee’s job performance and that the supervisor has written sufficient comments that are consistent with the ratings given.

● For UNI Organization Managers, they have another option under **My Team** called **Organizational Chart** whereby they can view appraisals throughout all levels of their organization.

**Supervisor/Employee Appraisal Meeting**
During this step in the annual appraisal process, the supervisor should schedule a time to meet with the employee to discuss and review the appraisal. Utilizing an online system is not intended to replace meetings with the employee. Prior to meeting with the employee, supervisors may review How to prepare for a Performance Appraisal: A Supervisor’s Guide for tips on preparing for an effective meeting with the employee.

The employee is able to view their appraisal at this step; however, depending on how you are meeting you may want to print or save a copy of the employee’s performance appraisal document to provide them at the meeting. To do so, log into Talent@UNI, select Performance Appraisals from the My Team drop down on the navigation bar; select Current in the Status box and click on the Search button; click View the Report from the I want to… action drop down; and then click on the printer icon in the upper right corner of the report.

Once the supervisor/employee performance appraisal meeting has taken place, log into Talent@UNI and click on the appraisal for the employee. It should be showing the current step as Supervisor/Employee Appraisal Meeting. Make any edits to the ratings or comments that you need to following the meeting with the employee and then go to the Next steps in the step navigation bar near the top of the page and click Go to next step. The employee will receive a notification that the appraisal is ready for their acknowledgement.

Employee Acknowledgement

Once the supervisor has completed the supervisor appraisal and the employee and supervisor have met to discuss the appraisal, the supervisor will make any edits that may be necessary and then the employee will receive an email notification that it is time to add their final comments and acknowledge receipt of their performance appraisal. Signing off does not necessarily signify that the employee agrees with all aspects of the appraisal, it only signifies acknowledgment of receipt.

The employee should login to Talent@UNI and:

- Navigate through and review all the sections of the appraisal or
- click on the Next steps in the step navigation bar near the top of the page.
- Enter comments in the Final comments box located at the bottom of the page.
- Click the Go to next step button.

Supervisor Sign-Off

Supervisors will be notified when the employee has acknowledged their appraisal or the deadline for such acknowledgement has occurred. If the employee has not acknowledged the appraisal, supervisors may move the appraisal back to the Employee Acknowledgement step (see instructions).

To sign-off, login to Talent@UNI and:

- Under Team Performance Appraisals select the employee’s name that you are wanting to sign-off on an appraisal for.
- Navigate through to review all the sections of the appraisal by clicking on Next on the bottom right of each screen or click on the Next Steps in the step navigation bar near the top of page.
- Enter comments in the Final comments box located at the bottom of the page.
- Click the Go to next step button.

Contact hrs-performance@uni.edu in the event an employee is on extended leave or there are unusual circumstances related to the sign-offs.

Using the Optional Journal and Comments Features
Employees and supervisors can document items related to job performance and progress towards their goals using the Journal and Comment features of the system. As with all electronic communication methods used in the workplace, it is expected that comments made in this system are appropriate, professional and related to job performance. Journal entries and comments that are shared stay with the appraisal and become part of the employee’s personnel file.

Watch the How to Create a New Journal Entry, Adding With the Quick Entry Tool, and Editing or Deleting Journal Entries GIFs for quick overviews of these features.

Journal Feature

The journal is like an electronic notebook of entries you add regarding job performance or progress on goals. Your journal is only viewable by you until you share (link) a journal entry. Once you do that, the journal entry is viewable by the supervisor or employee you shared it with. To add a journal entry from the top navigation bar, either:

- Select Journal from the About Me drop down, clicking on the + (plus) button, and in the Create Journal entry pop up, enter the following and then click the Done button:
  - Title: a quick reminder of the item you captured (appraisal year, employee, topic, goal, etc.);
  - Content: details of the journal entry;

- Click the Journal Entry button and in the Add Journal entry pop up, enter the following and then click the Add button:
  - Journal title: a quick reminder of the item you captured (appraisal year, topic, goal, etc.);
  - Journal entry: details of the journal entry.

Tags

Tags may be created for journal entries in order to organize items in the journal. This could include a name, a date, the appraisal year, and topic;

- For employees: Consider including tags such as the performance year (2020-21) and a general topic such as goal, project, kudos, self-appraisal, training, date (month, year).
- For supervisors: Consider including tags such as your own name, the employee’s name, the performance year and a general topic such as goal, project, check-in, performance, coaching, counseling, kudos, training, date (month, year).

As you type the tag, any previously used tags will display for selection. Click tab or enter to save the tag and click the Done button. Multiple tags can be added for each journal entry.

To edit a journal entry, click on an existing journal entry in your Journal and edit the title, content or tags fields and then click Done. To delete a journal entry, click the trashcan icon.

Viewing Your Journal

- Date and Time Stamp: A journal entry is date and time stamped and then added to your Journal with the most recent entries at the top. The original date and time stamp field does not change if you edit the journal entry. Also, the date and time stamp field is not searchable.
- Title: Use identifying information such as the topic of the journal entry. Supervisors may want to include the employee’s name.
- Content: Add the date related to the journal entry. Doing so will allow you to search for the date in the future. The date could relate to an incident, a conversation, a meeting, or a subsequent journal entry edit, etc. It is recommended to spell out the month to make it easier to search for in case you do not
recall a specific date in the future. For example, if you want to find all entries you made in February 2021, your search will be more effective searching for February rather than the number 2.

- **Linked Journal Entries:** Once you link a journal entry to a goal, a self-appraisal comment, a performance factor, etc. a star will appear next to the item to which the entry was linked. Others can only view entries in your journal once you link them.

- **Tags:** Use multiple tags to help you find journal entries when you need them. At a minimum, include the performance year e.g. 2020-21.

- **Search:** Use to search for journal entries by text in the title and content fields or tags.

**Comment Feature**

The Comment feature in the system can be used in the annual appraisal process when completing certain steps such as Employee Goal Development, Employee Self-Appraisal, and the Supervisor Appraisal. This feature, which consists of 3 options detailed below, also allows you to document items related to your job performance on your annual appraisal throughout the performance year.

- **Add a Comment:** Click Add comment, enter your comment and then select either **Save & Share** (viewable by another – your supervisor or your employee) OR **Save as Private** (only viewable by you). For another to see your comment you must either Share or Publish a comment. By selecting the ellipses (...) to the right of the comment box you can edit, publish (share), or delete a comment.

- **Link a journal entry:** Click the dropdown list on the **Add comment** button and select **Link journal entry**. This allows another - your supervisor or your employee - to view that journal entry. Use the Search feature to search for a specific journal entry. Select the journal entry and click the **Link** button.

- **Upload a file:** Click the drop-down list on the **Add comment** button and select **Upload file**. Search for the specific file by clicking on the **Browse** or **Choose File** button, depending on your browser. Select the file and type a brief summary of the uploaded file in the **Summary** text box. Click the **Upload file** button. Your supervisor will be able to view any files you have uploaded. All attachments stay with the appraisal and become part of the employee’s personnel file.

**Accessing Completed Performance Appraisals**

**Employees:** To access completed performance appraisals:

- Log into Talent@UNI and select **Performance Appraisals** from the **About Me** drop down on the navigation bar.
- Change the status from **Current** to **Complete** in the **Status** box and click on the **Search** button.
- From the **I want to...** action drop down select the **View the Report**.

**Supervisors:** To access completed performance appraisals for your team:

- Log into Talent@UNI;
- Select **Performance Appraisals** from the **My Team** drop down on the navigation bar.
- Change the status from **Current** to **Complete** in the **Status** box and click on the **Search** button.
- From the **I want to...** action drop down select **View the Report**.