Performance Management

Review Cycle Guide

Rev. 2020-10

Contents

Employees and their jobs

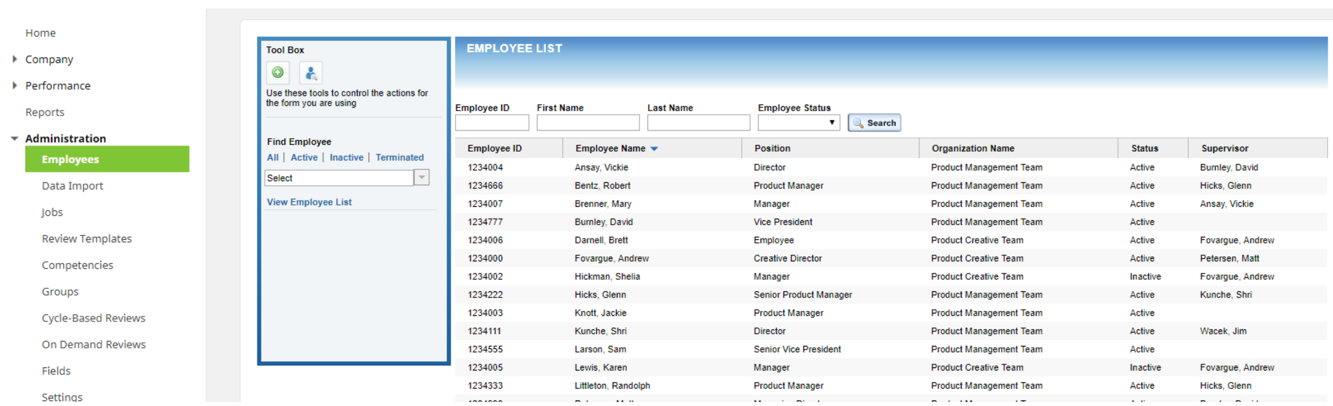
How do I add employees to the system and grant them access?

There are two tasks you need to accomplish for allowing employees to log into the system;

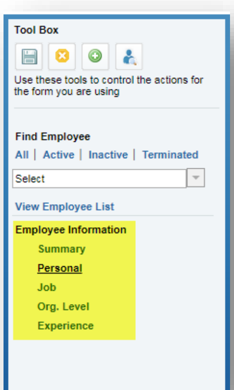
1. Add the employee record in the **Employees** list and
2. Grant them access as a user of the system under the **User Management** area.

Adding the employee record

Go to the **Administration** - **Employees** menu item. Click on the **Add Employee** icon.

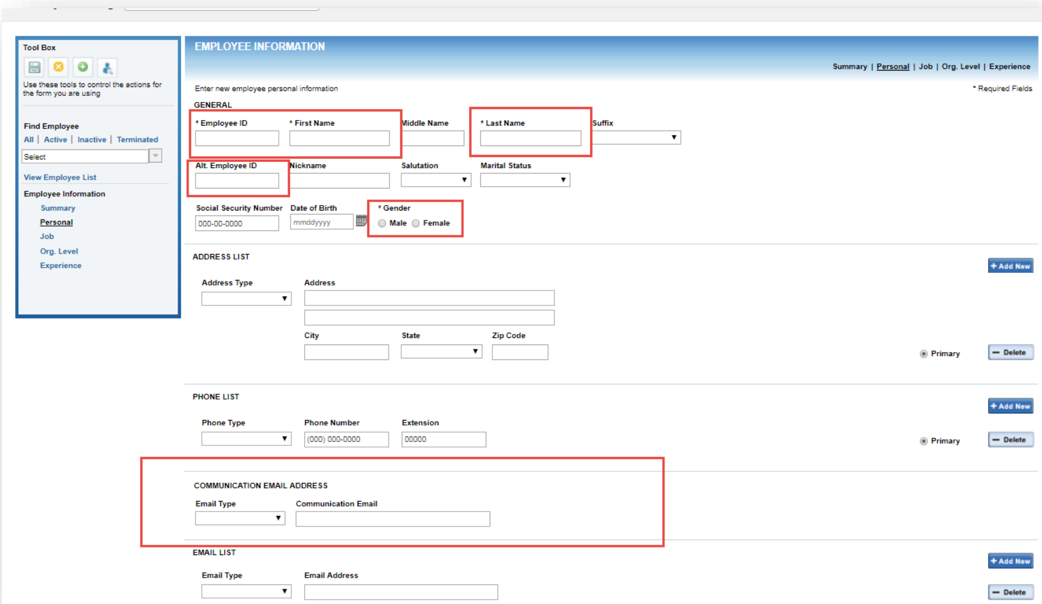


To enter specific information for the employee, navigate through the menu in the **Tool Box** under **Employee Information**:



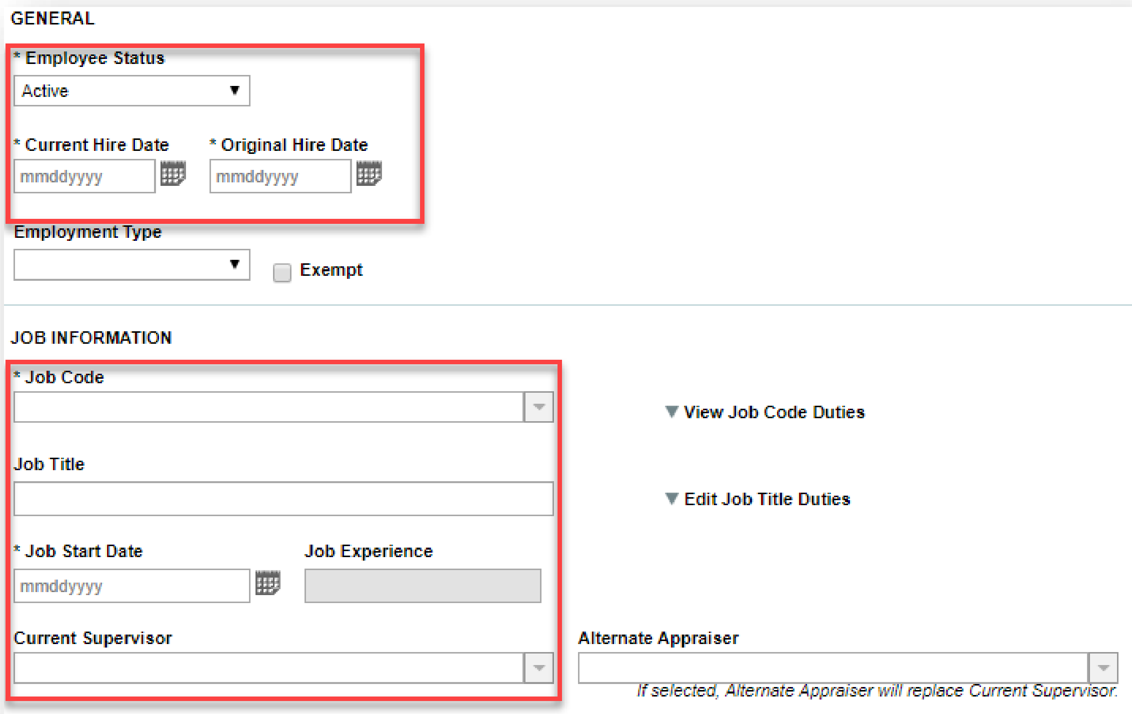
Enter the required information, under **Personal** and any additional information you would like to include. The required fields are:

- Employee ID
- First Name
- Last Name
- Alt Employee ID *(This is the Insperity Person ID)* **Required for Workforce Optimization clients.**
- Communication Email Type and Email Address

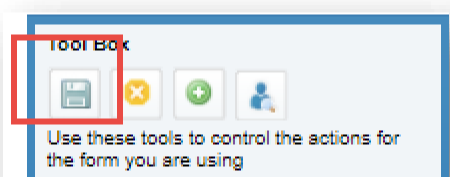


Under **Job**, include:

- Employee Status
- Current Hire Date
- Original Hire Date
- Job Code
- Job Title
- Job Start Date
- Current Supervisor



Fill out any additional information you would like to capture about the employee.   When complete, click **Save** in the **Tool Box.**

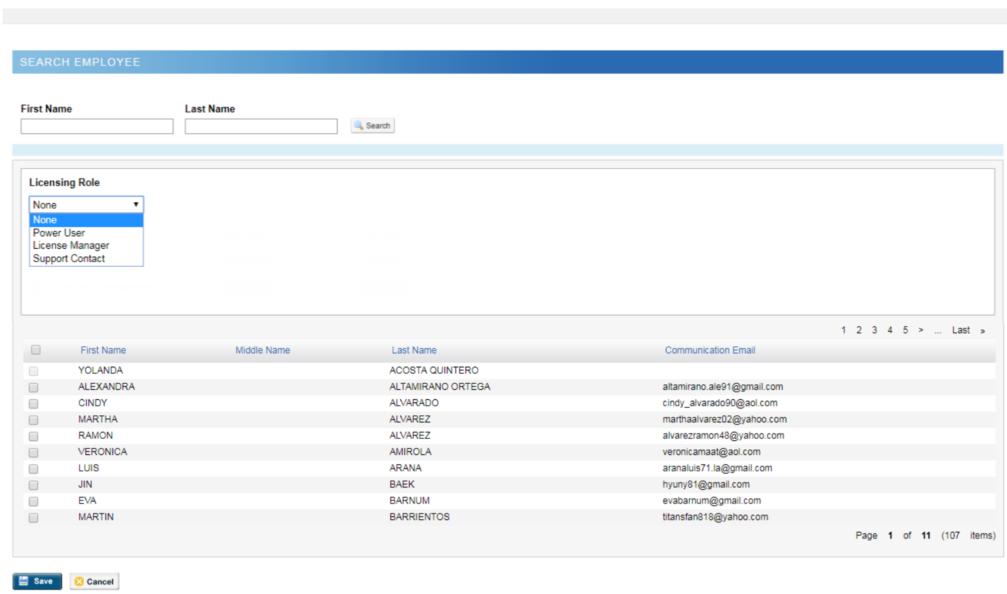


Adding the employee as a user

Once the employee record has been created, they will need to also be granted access to the system.

Go to **User Management**, then **Search and Add User.** This page will display all the employees that have not yet been added as users in the system.

- Licensing role should be entered as None if the employee will not have full access to the system as a Power User.
- Check the name(s) of the employees you would like to add as users.
- Click **Save.**



I added my employees as users, what are they able to see?

There are different scopes of views for users in the system. While the Employee and Supervisor roles are roles that are inherited based on if they supervise other employees, the Power User and HR Manager roles are elevated roles that can be assigned to a user in addition to their inherited roles. The chart below will explain the difference between the roles.

Scope of View – Who you can see

Y = Access, N = No Access

	Power User	HR Manager	Supervisor	Employee
Access your record	Y	Y	N	N
Access all employee information	Y	Y	N	N

Scope of Authorization – What you can do

Company

U = Update, N = No Access

	Power User	HR Manager	Supervisor	Employee
Company information	U	N	N	N
Organizational hierarchy	U	U	N	N

Performance

U = Update, N = No Access

	Power User	HR Manager	Supervisor	Employee
Reviews	U	U	U	U
Notes	U	U	U	U
Goals	U	U	U	U
Bulk Print	U	U	U	N

Reports

U = Update, N = No Access

	Power User	HR Manager	Supervisor	Employee
Employee Reports	U	U	N	N
Performance Reports	U	U	U	N
Administrative Reports	U	U	N	N

Administration

U = Update, V = View, N = No Access

	Power User	HR Manager	Supervisor	Employee
Employees	U	U	N	N
Jobs	U	U	N	N
Review Templates	U	V	N	N
Competencies	U	V	N	N
Groups	U	V	N	N
Cycle-Based Reviews	U	V	N	N
On Demand Reviews	U	V	N	N
Fields Management	U	U	N	N

User Management

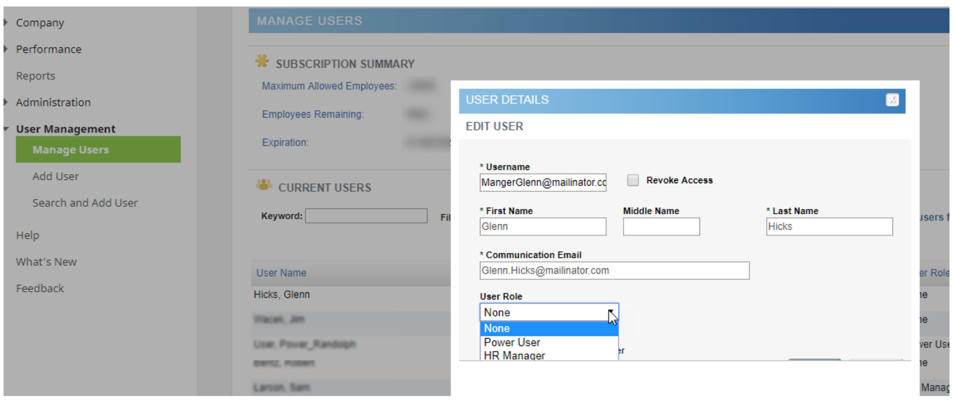
U = Update, N = No Access

	Power User	HR Manager	Supervisor	Employee
User and Permission Management	U	N	N	N

How do I add the HR Manager or Power User role to the employee?

You can assign the Power User or HR Manager role to the employee through the **User Management** page.

Go to **User Management**. Click on the name of the employee and change the **User Role** to the desired role. Click **Save**.

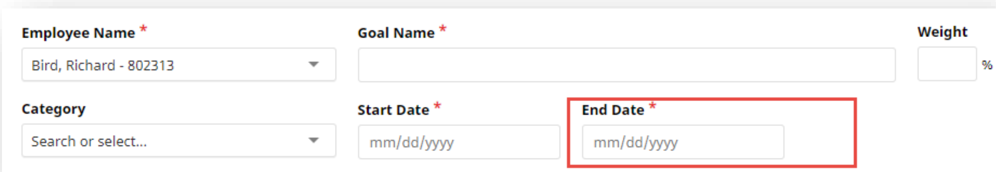


Goals and performance reviews

Frequently asked questions about goals in a performance review.

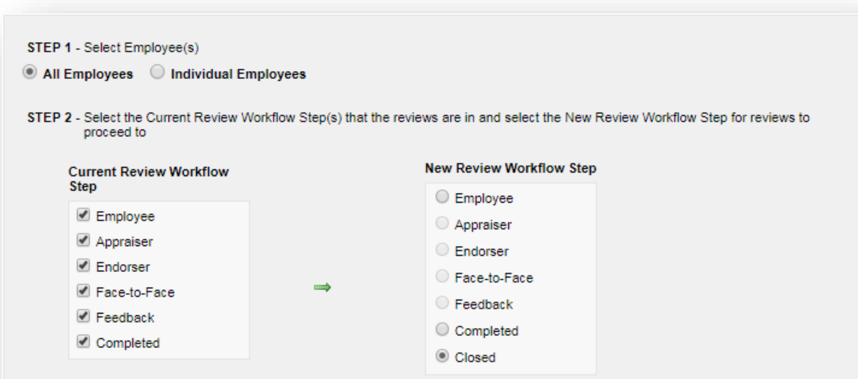
What criteria will set the difference between current and future goals?

A goal's end date determines whether the goal displays as a Current or Future goal inside a performance review. For Example: If the 2018 Performance Review dates are 1/1/18 – 12/31/18, then a goal with an end date of 6/30/19 will display as a Future goal.



My employees had goals on last year's review and now they are not showing as current goals in their current review. Why?

This will occur if the last review period had not been closed prior to kicking off the current review cycle. To close a review cycle, go to **Performance** → **Review Cycles** → ***Review Cycle Name***. Under **Workflow Steps**, **Step 1**, check the boxes under **Current Review Workflow Step** options and select **Closed** as the new review step under **New Review Workflow Step.**



My company kicked off their review cycle and the employees are adding goals from the goals section in the left menu. They are not populating in the performance review. Why?

Once a review cycle has been kicked off, the way to add, edit, or delete a current goal is within the actual performance review and not through the “goals” module in the left-hand menu. This feature is to prevent employees from adding goals outside of a review process workflow. Goals can be added to a review by going into a performance review, **Current Goals**, and selecting **Add Goal**.

If some of my employees are saying their goals are not populating in their reviews, what options do I have to pull them in?

The reasons why goals would not pull into a review would be because the goal has already been rated in a previous review, the goal end date assigned to the goal in not within the range of the review period, or if it was a future goal located in a prior review that was not closed out by the administrator.

Options for populating goals in a current review would be to delete the review or the entire review cycle, correct the goal error, and relaunch the review. This option will delete all information already populated for those employees who have already stared their review.

This option would be used in the cases where the previous review was not closed out and these goals were future goals.

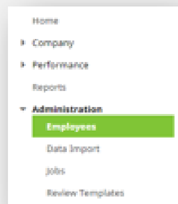
The other option is to re-enter the goals within the live performance review.

Preparing for and kicking off your review cycle

I would like a checklist to prepare for my upcoming review cycle.

Review Cycle Pre-Launch Check List

Verify employee information

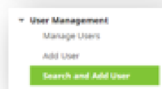


- Run an Employee Detail Report
  Click **Reports - Employee Detailed**

Check that:

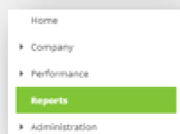
- New hires have been added.
- Terminated employees have been terminated.
- Supervisors are accurate for the employees.
- Job titles are accurate for the employees.

Verify employees have access to PerformSmart



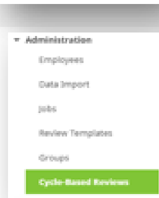
- Review your **User Management - Search and Add Users List.**
- To add an employee as a user, check the name and **Save.**

Verify all employees have appropriate templates



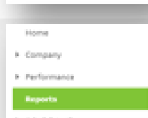
- Run a Review Template Assignment Report.
- Go to Reports - Review Template Assignment Report.
- To re-assign a template to an employee, go to:
  Administration – Employees – *Employee* – Job – Assigned Review Template

Create your review Period



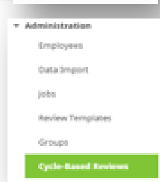
- Create your review cycle.
- Go to **Administration – Cycle-Based Reviews – New Review.**
- Follow the guided steps to create a new review cycle.

Run audit reports



- Once the cycle has been set up, run review auditing reports.
- Check the box for **Pre-Review Audit Report** in the cycle setup.
- Go to **Reports – Review Period Employee Inclusion Report.**

Kick off your review



- Go to **Administration – Cycle-Based Reviews – Kick Off.**

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What is the workflow in the review process?

You can customize the review cycle to include various participants in the performance review cycle. The review process can include all the participants listed in the chart below. The only required participant would be the appraiser in a review.

The system administrator selects which steps are included when creating the review period. If either the employee or endorser step is not included in the process, that step would be skipped, and the next step would automatically occur.

Employee: The employee can complete a self-evaluation/post review-feedback.
Appraiser: The appraiser will always be required as a participant in the performance review process.
Endorser: The endorser is a read-only approver in the performance review process.

Performance Review Process Steps

EMPLOYEE	1. Employee recieves an email notification to complete Employee Self-Review. 2. Employee completes Employee Self-Review and clicks on **Send to Appraiser.**
APPRAISER	3. Supervisor recieves an email notification to complete an Appraiser Review. 4. Supervisor completes Appraiser Review and clicks **Send to Endorser** (if Endorsers are included) otherwise, clicks **Ready for Face to Face.**
ENDORSER	5. Endorser recieves an email notification to complete Endorser Review. 6. Endorser completes Endorser Review and clicks on **Endorse.**
APPRAISER	7. Appraiser recieves an email notification to complete face-to-face discussion. 8. Appraiser completes face-to-face discussion with the employee (the employee is not able to view the appraiser review online at this point; the supervisor needs to print a copy for the employee). 9. Appraiser goes into PerformSmart and clicks **Face-to-Face Complete** (the employee will now be able to view the Appraiser Review online).
EMPLOYEE	10. Employee recieves an email notification to enter Post Review Feedback. 11. Employee goes into PerformSmart and enters Post Review Feedback and clicks **Submit.**

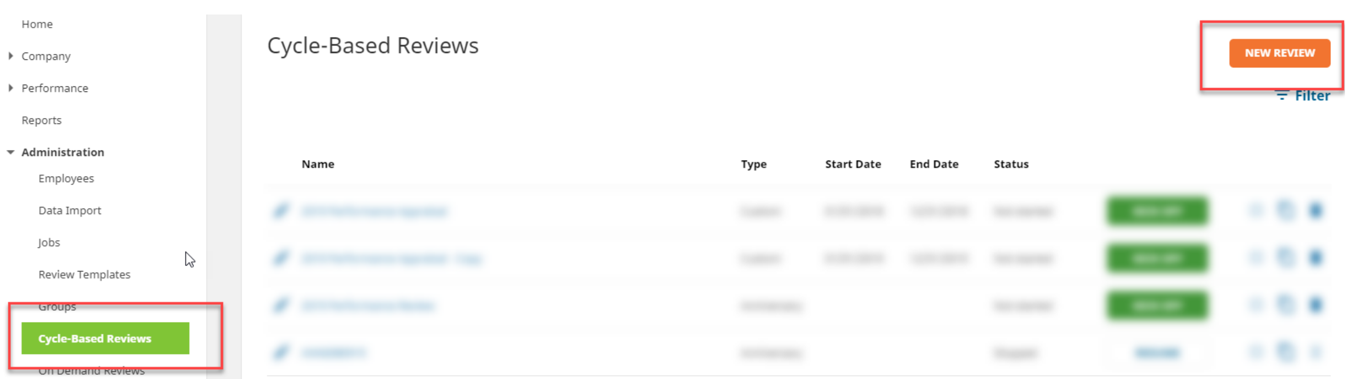
I need to create my review period, where do I go to set that up?

When creating a review cycle, you have two choices of the type of review. An **anniversary** review is chosen if the employee hiring date anniversary will be used to define the review period. A **custom** review for if you want to set the dates of the review period yourself. This guide is for the custom review cycle.

Navigation

Go to the **Administration** menu item. Click on **Cycle-Based Reviews.**

Click on the **New Review** button on the right to create a new review period.



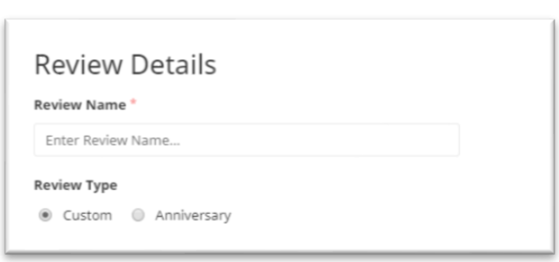
Complete the Review Period Information

Complete steps 1 through 6 for the review period details:

<u>Step 1: Custom Review Cycle Selection</u>

Type in an appropriate name for the review period.

Select a review period type **Custom** for the review period.



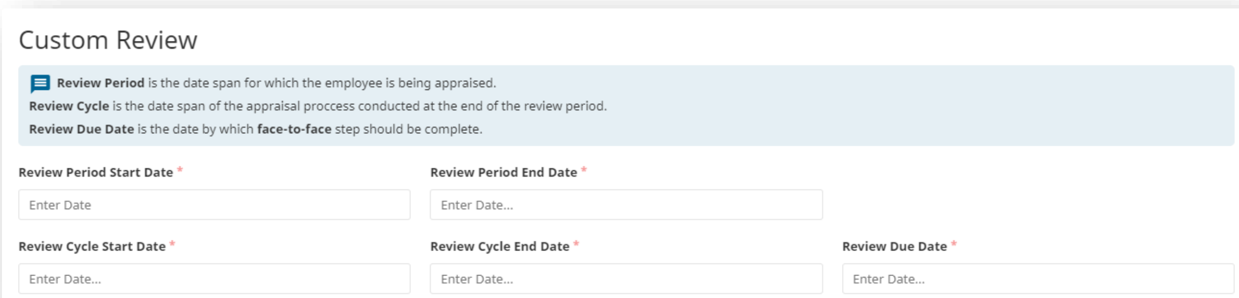
Step 2: Custom Review

Choose if this review cycle will be **using 1/2star increments** by checking the checkbox. If not selected, the reviews will only rate in whole star increments.

Select your **Review Period Start Date** and **Review Period End Date**. This will be the period of time that the employees' performance will be evaluated.

Enter **Review Cycle Start Date** and **Review Cycle End Date**. These dates span the amount of time in the appraisal process that occurs at the end of the review period.

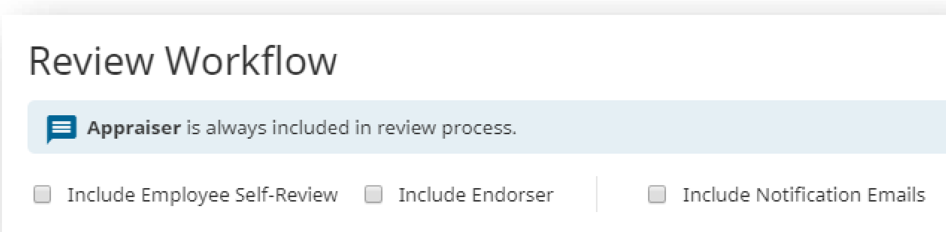
Enter a **Review Due Date** that signifies the date the face-to-face review should be complete. This date should occur before or on the review cycle end date.



Step 3: Review Workflow

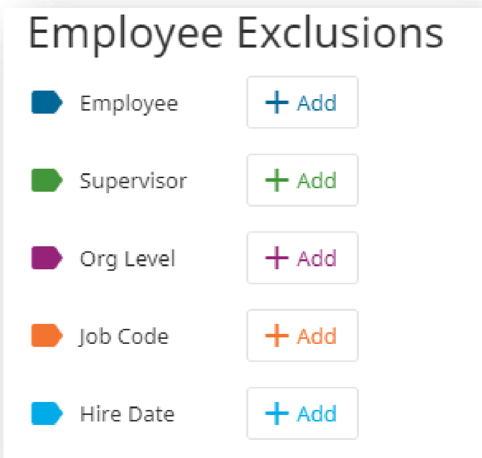
Choose the **Review Cycle Workflow** (process) for this review period. Appraisers are always included in the process; employees and endorsers are optional.

Check **Include Notification Emails** if you want emails to be sent to affected personnel during each review cycle step. You can preview the emails after making the section.



Step 4: Employee Exclusions

By default, all employees are automatically included in the review period. If you need to exclude some employees from having a performance review, specify which employees are to be excluded from this review period by using the **Add** buttons next to the exclusion criteria. For example, if you would like to exclude employees from the review based on Job Code, you would select the **Add** next to the job code. Select the Job title then click the **Add** button.

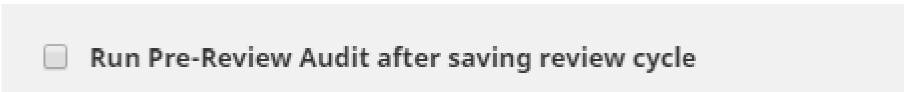


You can exclude based on multiple criteria; Name, Organization Level, Job Code, Supervisor, and/or a Hire Date Range.

Excluded employees will appear below in an excluded list:

Kind, Mary	4251226	Boys, Rene	Org Level Not Assigned	Employee - 28282	07/05/2018	
Saint, Yes	87865	Rower, Power	Org Level Not Assigned	Employee - 28282	03/01/2018	
Smith, Sally	76765657	Berry, Justin	Org Level Not Assigned	Employee - 28282	03/01/2018	

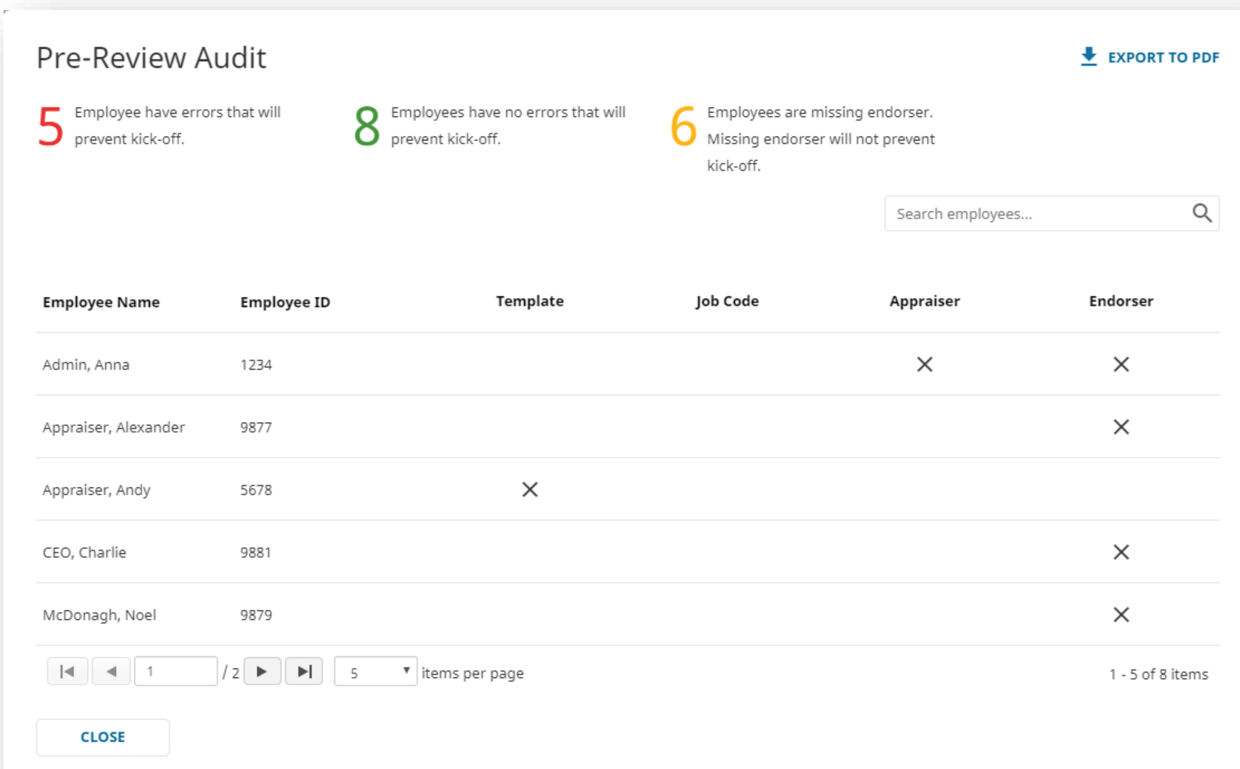
You can chose to run a pre-review audit after saving which will allow you to identify any issues that will prevent a cycle from kicking off such as missing or terminated appraisers, missing review templates, or invalid job codes.



Save your Review Period Information

Use the **Save** icon in at the bottom of the page to save this review period.

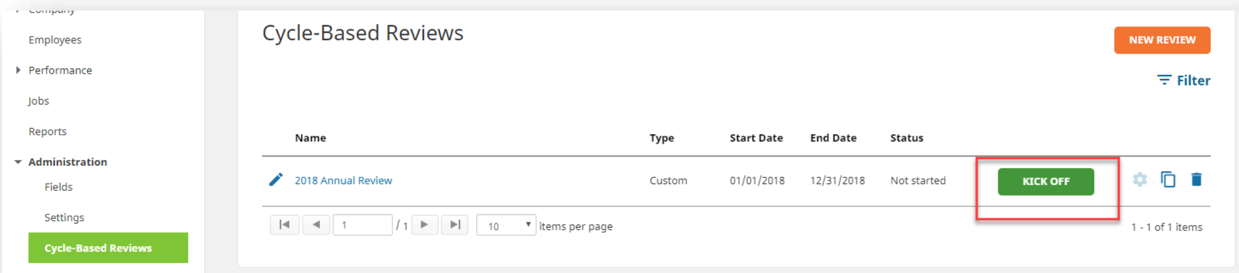
If you have selected to run a Pre-Review audit report, you will be able to identify and correct errors before kicking off the cycle. To save the review and make corrections uncheck the Pre-Review Audit report selection.



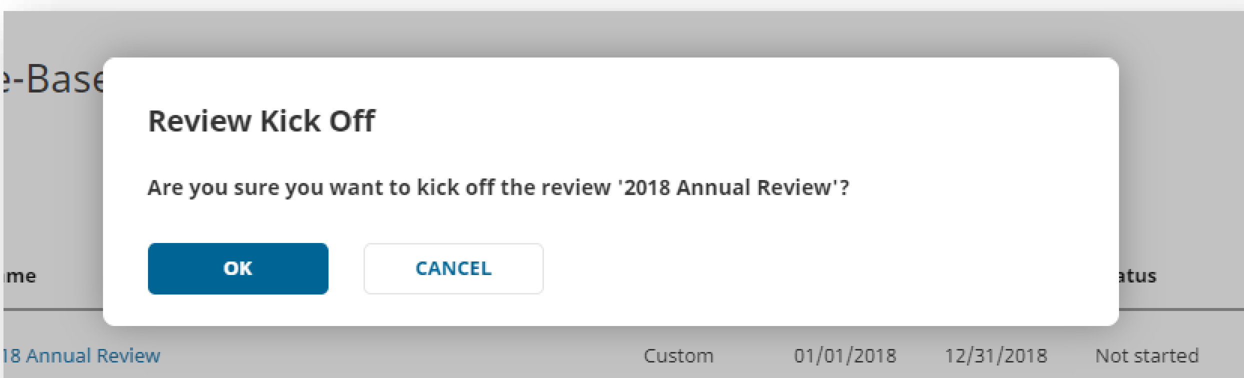
We are ready to launch our review cycle, what's our next step?

Go to the **Administration** menu item. Click on **Cycle-Based Reviews.**

Click on the **Kick Off** button next to the appropriate review period name.



Click on **OK** in the confirmation message (this will send out the first email notifications to employees if notifications were selected).



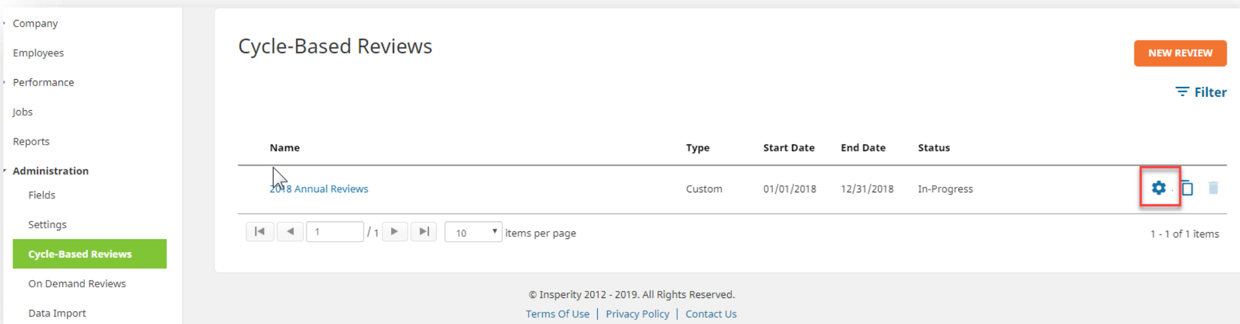
If there are any errors that prevented the performance review cycle from kicking off, an email will be sent to the power users of the system outlining what errors need to be corrected. Notifications will also be available in the **Notifications** section of the home page.

Managing your cycle

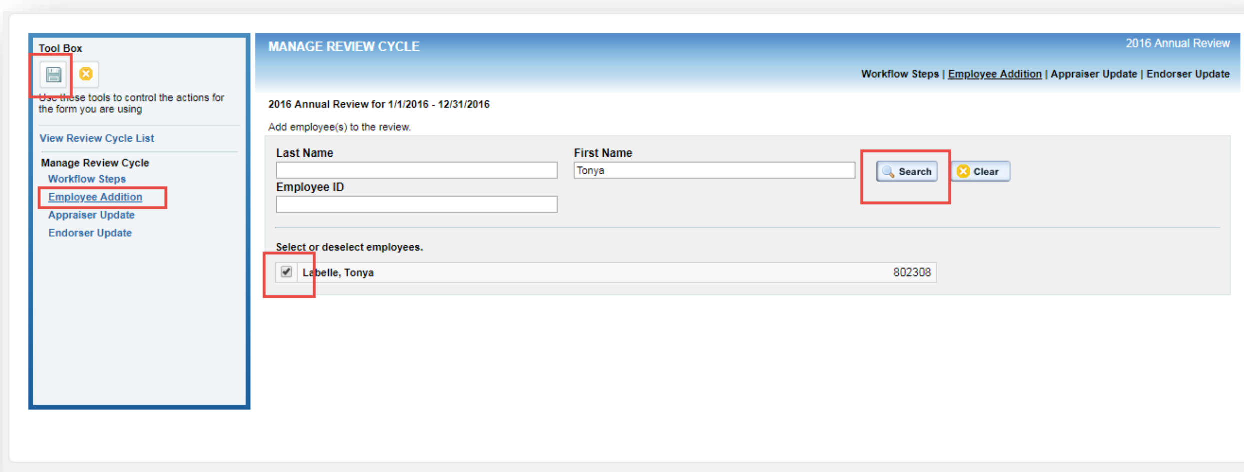
Rev. 2020-10

I forgot to add someone to the review; can I get them into this cycle?

After your cycle has been launched, you can add employees to the review cycle by navigating to **Administration → Cycle-Based Reviews →** ***Review Name*** **→ Manage icon.**

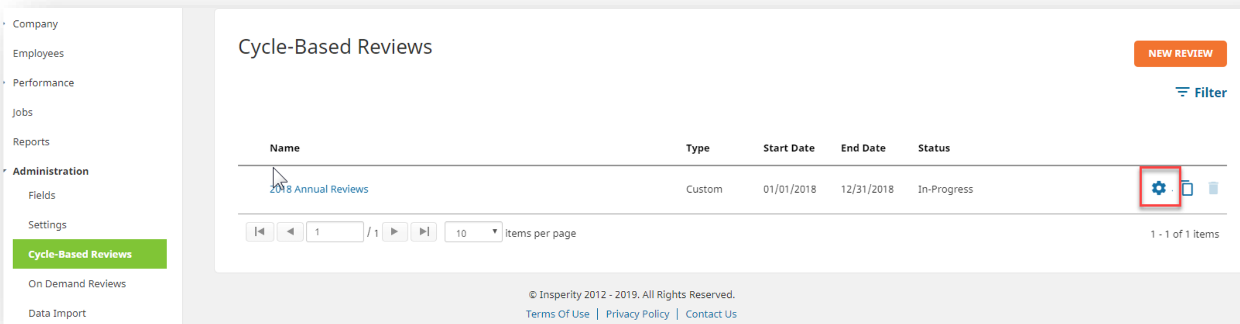


- Navigate to **Employee Addition** in the **Tool Box.**
- Search for the employee.
- Check the employee name.
- **Save** from the **Tool Box.**



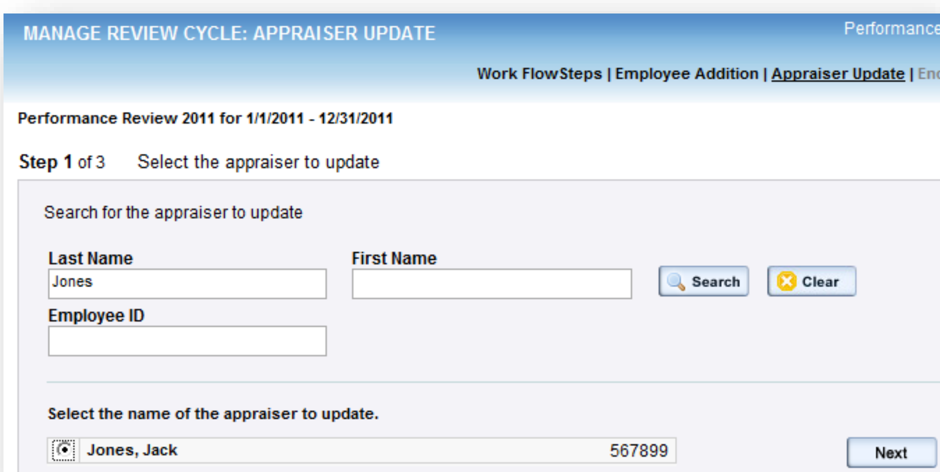
I need to change the appraiser/endorser on a review. Where do I go?

After your cycle has been launched, you can add employees to the review cycle by navigating **Administration** → **Cycle-Based Reviews** → ***Review Name*** → **Manage icon.**

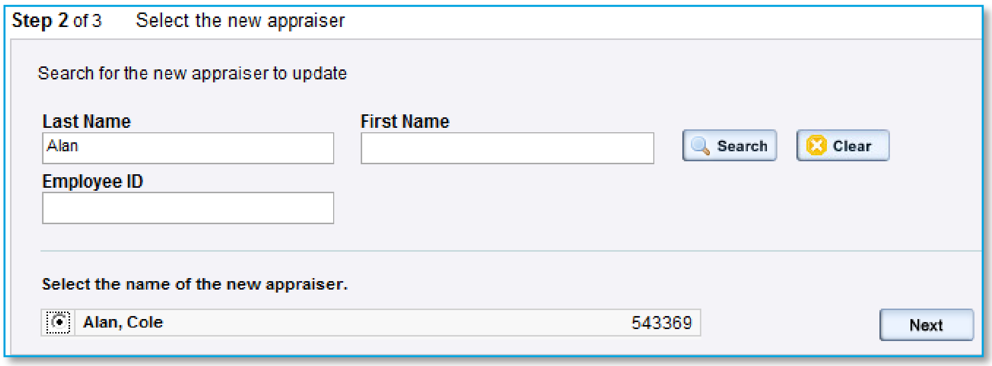


To <u>update an appraiser</u>,

- Click **Appraiser Update** in the **Tool Box**.
- Search for the appraiser who will be updated.



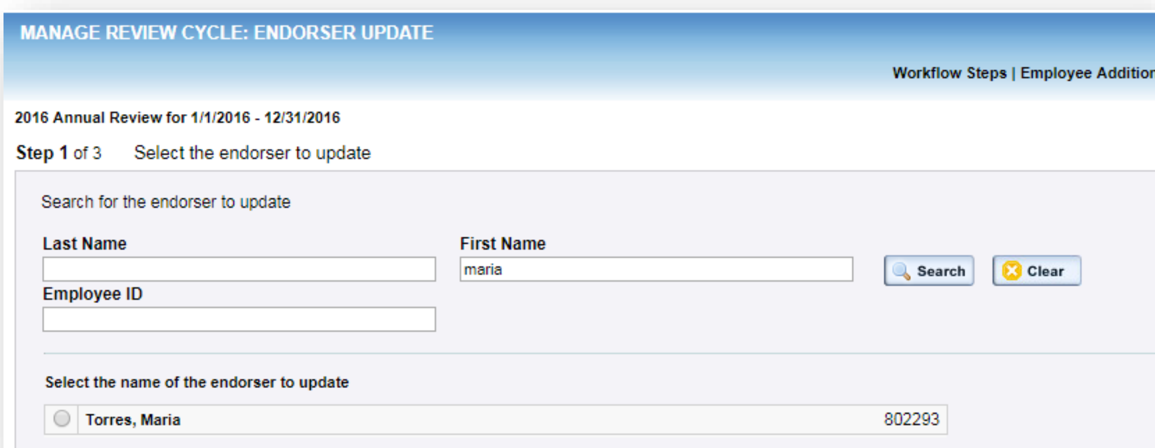
- Click **Next.**
- Search for the new appraiser.



- Select all of the employee reviews who will update with the change in the appraiser.
- Click **Next.**
- **Save** from the **Tool Box**.

To <u>update an endorser</u>,

- Click **Endorser Update** in the **Tool Box**.
- Search for the endorser who will be updated.



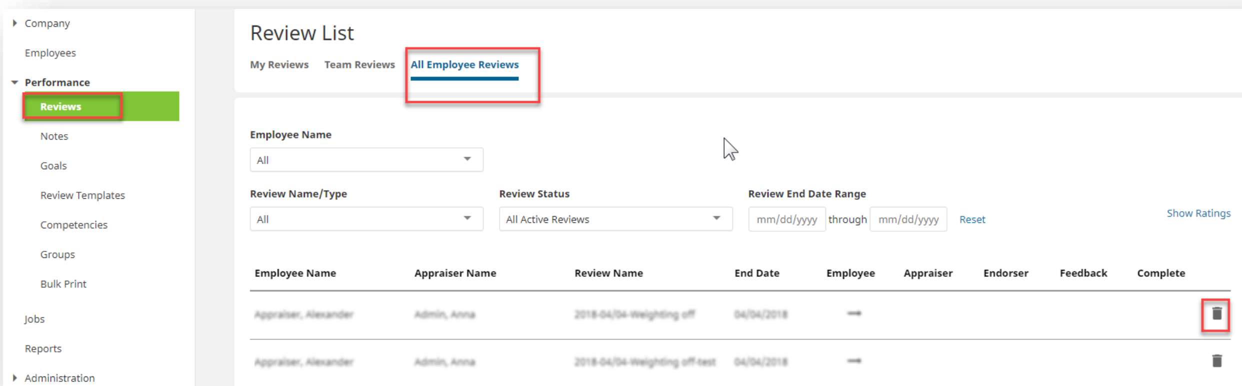
- Click **Next.**
- Search for the new endorser.
- Select all of the employee reviews who will update with the change in the endorser.
- Click **Next.**
- **Save** from the **Tool Box**.

The job is incorrect for an employee and I have already kicked off the review. How can I update this?

Once a review has been kicked off, an employee's job assignment cannot be changed in a live review. In order to correct job information, the administrator can delete the employee's review and add them back to the cycle.

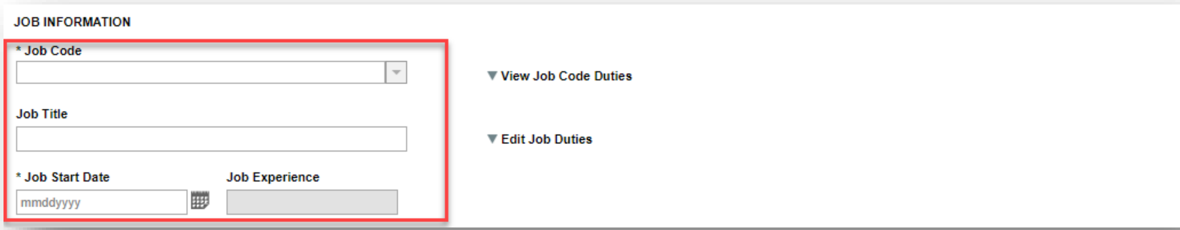
Delete the performance review

Go to **Performance** → **Reviews** → **All Employee Reviews** and find the employee's review. Use the garbage can icon to delete. IMPORTANT: All information will be lost when you delete a review.



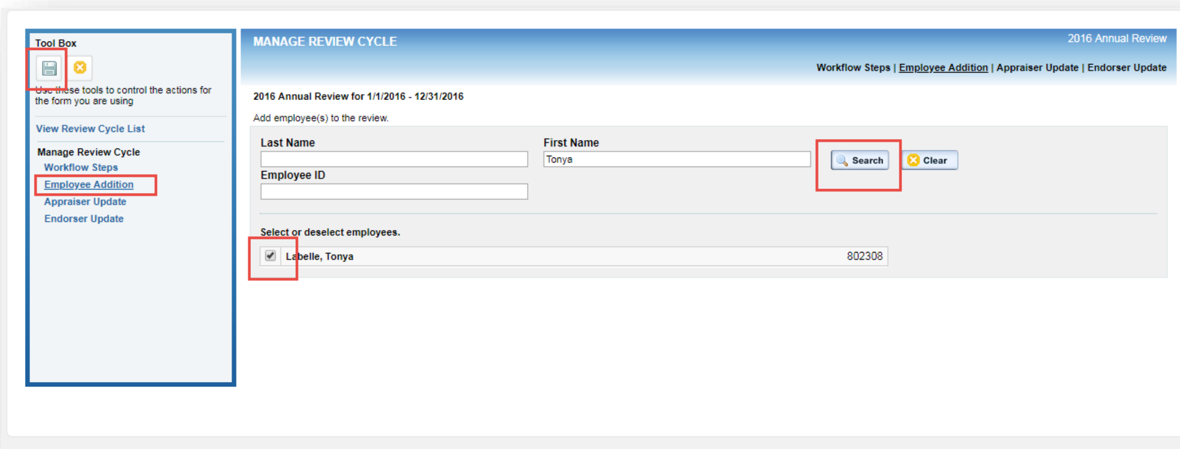
Correct the employee information

To correct a job title, navigate to **Administration** - **Employees** and select the employee. Go to **Job** and then in the profile, go to the **Job Information** section to make changes. **Save** in the **Tool Box**.



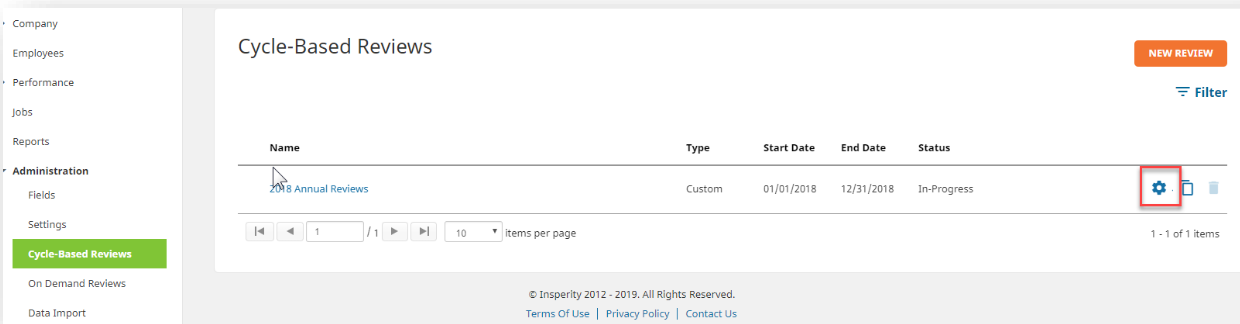
Add the employee back into the cycle

To re-kick off the employees review with the correct information, go to **Administration → Cycle-Based Reviews → *Review Name* → Manage icon**. Navigate to the **Employee Addition** menu link. Search for the employee to check their box next to their name and **Save**.

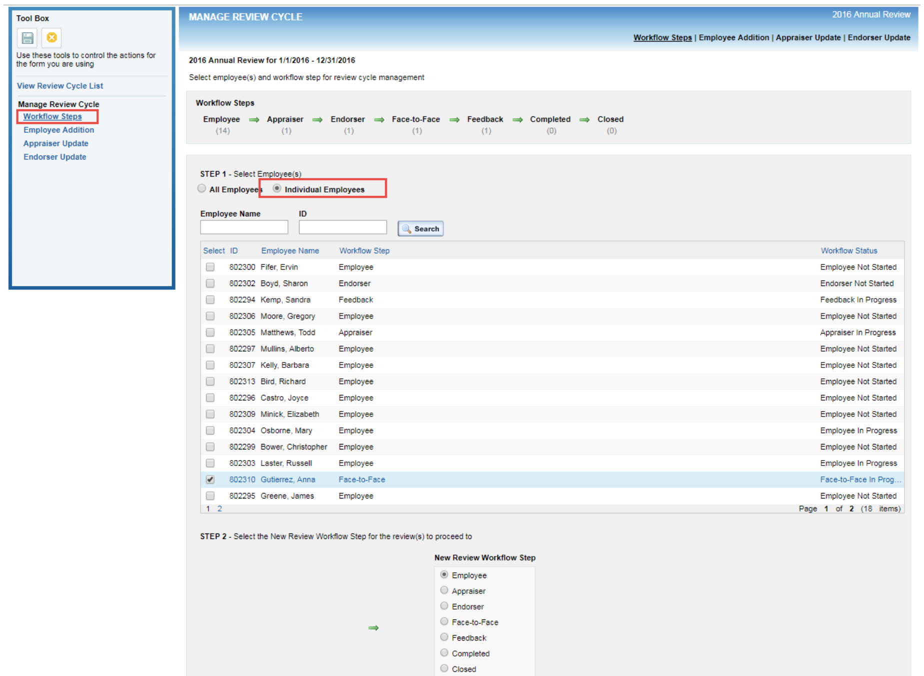


An appraiser has finished a face-to-face but needs to change something in a review. How do I move back the review?

The administrator can manually move review forms to a different step in the workflow process once a review cycle has already been launched by navigating **Administration → Cycle-Based Reviews → *Review Name* → Manage icon**.



In the **Tool Box**, select **Workflow Steps**. In **Step 1**, select **Individual Employees** and find the employee whose review needs to move back in the cycle. Place a check next to their name. Next in **Step 2**, select the **New Review Workflow Step** and **Save** in the **Tool Box**.

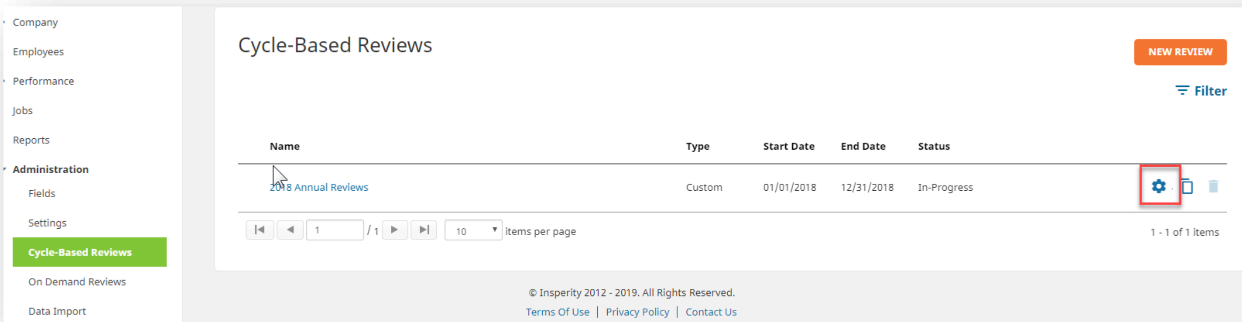


Why do I need to close my review cycle and how do I do this?

It is important to close a Review Cycle once the reviews have been completed. Closing a cycle will allow any future goals to be available for the next review cycle to be included as future goals, depending on the end date of that goal.

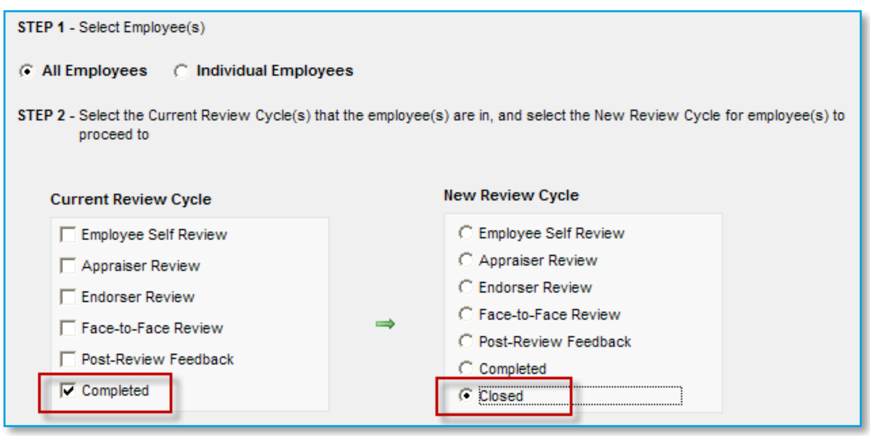
Important: Once you close a review cycle, employees will no longer be able to make changes to their reviews and you will no longer be able to reopen the forms for changes.

To close a review cycle, navigate to **Administration → Cycle-Based Reviews →** ***Review Name*** **→ Manage icon**.



In the **Tool Box**, select **Workflow Steps**. In **Step 1**, select **All Employees.**

Click the **Completed** in the **Current Review Cycle** list and **Closed** in the **New Review Cycle** list to close out all complete reviews. **Save** from the **Tool Box**.



Glossary of terms

Term	Definition
User Management	
Employees	An "employee" is someone who works within the company structure and will need performance reviews created for them, but is not necessarily a user.
Users	A "user" is someone who needs to log in to the system to complete self-reviews, appraiser reviews, or endorser reviews. Note that a user is not necessarily an "employee" within the system.
Power User	A Power User has the highest level of access to all companies and functionality within the system. The system administrator is set-up with this role. This role has access to every feature and module, including access to all employee data, the set-up and maintenance of review templates, review periods, and other features.
Supervisor	This role has subordinates reporting to their position and may be identified as manager or team lead among other titles in the Org.
Communication Email	The email address that will be used for all future communications for this user.
Configuration Components	
Code	A unique number must be given to every job title entered into the system.
Competencies	Contained within the system, there is a list of standard competencies from industry best practices. These standards cannot be edited or changed, but you can view its factors to determine whether the competency is applicable.
Competency Factors	These are the abilities needed to perform the tasks in a role or job. For each competency, there will be a set of competency factors.
Review Template	The review template will provide specific details that govern what the final review form will look like. One can set up as many review templates as needed for each company.

Term	Definition
Rating	Ratings will define how the rating system is set-up for a review template (e.g. 1-4, 1-5, etc.)
Weighting	Weightings will identify how weight is distributed among the sections of a review. One or more of those sections must be on the review template in order to set weightings here. Total weightings must equal 100%.
Performance Groups	Groups enable the system administrator to group employees together so that one can easily assign a specific review template to all employees belonging to the group.
Review Section Properties	
Current Goals	Employee's goals that have end dates falling within the review period beginning and end date.
Future Goals	Employee's goals that have end dates falling after the review period end date.
Development Plan	The Development Plan section will, at review time, display selected coaching ideas based on choices made when rating performance competencies.
Summary	Reviewers can enter free-form text information on the review form to summarize the overall rating.
Employee Post-Review Feedback	This section, when included on a review, is only editable by the employee at the end of the review process (Employee Self-Review option must be in used in order to edit online).
Review Period Management	
Review Period	The period of time over which employees will be reviewed.
On-demand reviews	A "real-time" review that can be created at any time for employees for which the logged-in user is a supervisor (appraiser).
Anniversary Review	A review period that is automatically kicked off for each employee based on hiring date. The review dates for an anniversary review are the employee's hire date to the day prior to the employee's hire date of each year.

Term	Definition
Custom Review	A review period in which the system administrator chooses the dates of the review period.
Review Cycle Workflow	The type of workflow chosen to execute the review (e.g. employee self-review). For example, if your organization does not have the Employee Self-Review option, your review cycles will not include the employee in the process.
Review cycle start and end date	When the review cycle starts in relation to the review period. The review cycle triggers when reviews start and completion notifications should be issued.
Kick-off (a review cycle)	Start or launch a review cycle process.
Appraiser	A supervisor or manager that will complete the employee's review. This is defined as the employee's assigned supervisor.
Endorser	A 2nd level reviewer after the supervisor. This is defined as the employee's assigned supervisor's assigned supervisor.