Tutorial 3
Completing the performance review form

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1. Background
Objectives of this tutorial

This tutorial will guide you through the process of completing the online performance review form. It’s one of a series of tutorials designed to help you use EPFL’s new performance review application.

To learn more about the overall performance review process or specific steps of the process, we suggest you have a look at one of the other tutorials in the series. A list is given at the end of this presentation.

By the end of this tutorial, we hope you’ll have learned how to:

- Make your way through the appraisal step in EPFL’s performance review process
- Prepare for appraisal discussions, whether as a manager or an employee
- Use the application effectively thanks to our helpful tips
Why are performance reviews important?

1. Give direction to employees
2. Help develop their skills
3. Recognize their efforts

Performance reviews, together with new features in EPFL's HR system, allow for ongoing dialogue between managers and employees.

Discuss past events and learn about employees' experiences and achievements.

Look to the future by setting objectives and mapping out a career development plan.
Assessments over 12 months

**Legend**
- **1** Steps that must be entered into EPFL’s HR system and confirmed using the performance review application
- **2** Steps involving discussion between managers and employees

Ongoing dialogue between managers and employees
Assessments over 12 months

This tutorial only covers the process of preparing for the appraisal discussion and filling out the performance review form.

Legend

- Steps that must be entered into EPFL’s HR system and confirmed using the performance review application
- Steps involving discussion between managers and employees
2. Preparing for the appraisal discussion
From the dashboard, you can open the preparation window in three ways:
- from the reminders box
- from the performance page
- from the toolbar
These methods are explained on the following slides.
The first way to open the preparation window is through the reminders box in the lower left corner of the dashboard. You'll need to click on “View All.”
1. From the reminders box

The first and last names you see will be those of the employee whose performance review you’re preparing for. You’ll need to complete one preparation form for each employee you review.

In the Goals and Discussions window, click on “Preparation”
2. From the performance page

The second way is by selecting “Performance” in the pages menu that appears when you click on “Home” at the top of the dashboard.
When the performance page opens, click on “Inbox” in the menu on the left. A list of forms to fill out will appear in the center of your screen. Select the preparation form for the employee you plan to review.
3. From the toolbar

The third way to open the preparation window is through the toolbar in the upper right corner of the dashboard. Click on the tasks icon, which is the second from the left.
3. From the toolbar

A To-Do list will appear. Click on “Review Performance.” This task will appear until the preparation form has been filled out completely.
3. From the toolbar

The first and last name you see will be that of the employee whose performance review you're preparing for. You'll need to complete one preparation form for each employee you review.

The “Review Performance” window will appear, where you should select “Preparation.”

If you're assigned to two or more EPFL units:
You'll need to go through the process of filling out a preparation form for each unit. The forms can be completed online for up to two units; if you also work for a third, you'll need to complete the form offline.
This is the preparation window that will appear. It looks the same for managers and employees.
Using the preparation window toolbar

• **Actions**
  Here you can run spellcheck and view general information about the form, including its properties and chain of approval.

• **History**
  Use this feature to search your previous forms over a given time period.

• **Print**
  This button lets you print the form and manage the print settings (the sections and other details).

• **Save as PDF**
  You can save the form and its options as a PDF file.

• **Save online**
  Click this button to save the information you’ve already entered if you need to come back and finish later.

• **Supporting**
  Use this feature to add an attachment to your form.
A menu with all the sections will appear in the center of your screen. You can click on the name of a section to jump to it immediately without having to scroll down.
This section lists the objectives you still need to evaluate performance on (the number next to the attention symbol indicates how many objectives are remaining). A green icon will appear once you’ve evaluated all the objectives.
The Route Map is located just below the menu. It shows you how far along you are in the performance review process.
Now you know everything you need to prepare for your performance review – the ball is in your court!

On the following slides, we’ll walk you through the performance review form.

Once both you and your employee have completed the form, you’ll need to approve it to move to the next step in the process. That step is the appraisal, which will be done in person through a discussion.
3. Filling out the performance review form
Reminder: Sections of the performance review form

- This is an online form with seven sections:
  1. Overall assessment of the past 12 months
  2. Assessment of objectives
  3. Assessment of expected behaviors
  4. Employee mobility requests
  5. Career development plans
  6. Employee feedback
  7. Employee engagement factors

Things to keep in mind before getting started:
- Consider the whole 12-month period and not just the past few weeks
- Give concrete examples and fact-based statements
- Try to imagine how employees evaluated themselves
- Think about how you’d like to express your feedback
- Make sure your comments are constructive, and avoid making value judgments
- Remember that performance reviews should be a dialogue, not a monologue

A discussion of each section is given in Tutorial 1.
Once your manager has approved the preparation form, the system automatically advances to the appraisal discussion step. During this step, you and your manager will discuss your performance and, if necessary, update the comments either of you has made. If you both agree with the evaluation that was done during the preparation, then no changes are needed.

In this step, you’ll need to update your comments based on the outcome of the appraisal discussion. Once you’ve finished, click on the button on the bottom right of the screen to advance to the next step, which is having the employee sign the form.
You can get to the signature page using any of the three methods described at the start of this tutorial. On this page, you’ll be shown your manager’s appraisal and can either approve or refuse it, adding a comment if you’d like (in either case). If you refuse the appraisal, the system will return to the discussion step so that you can schedule another meeting to resolve the outstanding issues.
Rating: After the appraisal discussion, you'll be given an overall rating on a scale of 1 (lowest) to 4 (highest) based on performance on your objectives. This rating will appear in the middle of your screen.

Action button: Use this button to either approve and sign the appraisal or to refuse the appraisal, in which case the form will be sent back to your manager (and the system will return to the previous step).
After your employee signs the appraisal form, it will automatically be sent to you for your final signature. You can add an overall comment if you like (which can be seen by the employee) to conclude this step.
It's possible for you to view appraisal forms for the year just ended as well as prior years. For that, first you'll need to select “Performance” in the pages menu.
Then, on the performance page, you'll see a “Completed” option at the left of the screen. Click on “Unfiled” to see a list of completed appraisal forms.

You can create folders to store completed forms by clicking on “Create Folder” (as shown here). If you have many completed forms, use the filters to help you search among them.
Helpful Tips

The following tips can help you make sure the process goes smoothly:

If you’re a manager, go ahead and schedule the preparation phase and set a date for the appraisal discussion, so that too much time doesn’t pass between the two steps.

Take the time to prepare properly for the appraisal discussion and think about the main points you’d like to bring up. That way, the discussion will be as productive as possible.

Use the discussion to talk about the key topics on the performance review form. This can help prevent a situation where either the employee or the manager refuses to sign the form.
## Tutorials on EPFL’s new HR system

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Now you’ve got all the tools you need. It’s up to you to use them!

We’re aware this is a new process, and we’ll be here to help you through it.

Questions about using the system? Send an email to tech support at 1234@epfl.ch

Questions about the performance review process? Send us an email at rh@epfl.ch

Building a stronger organization through effective dialogue