



Tutorial 3 Completing the performance review form

January 2024

1. Background
2. Preparing for the appraisal discussion
3. Filling out the performance review form

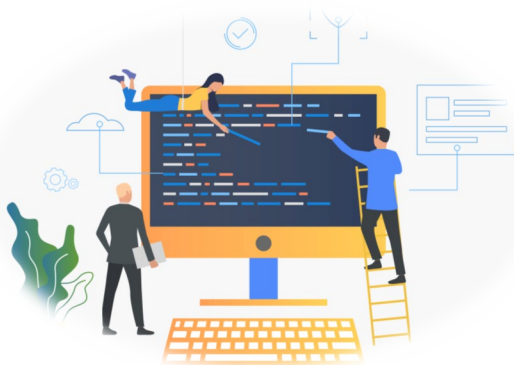


1. Background

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.

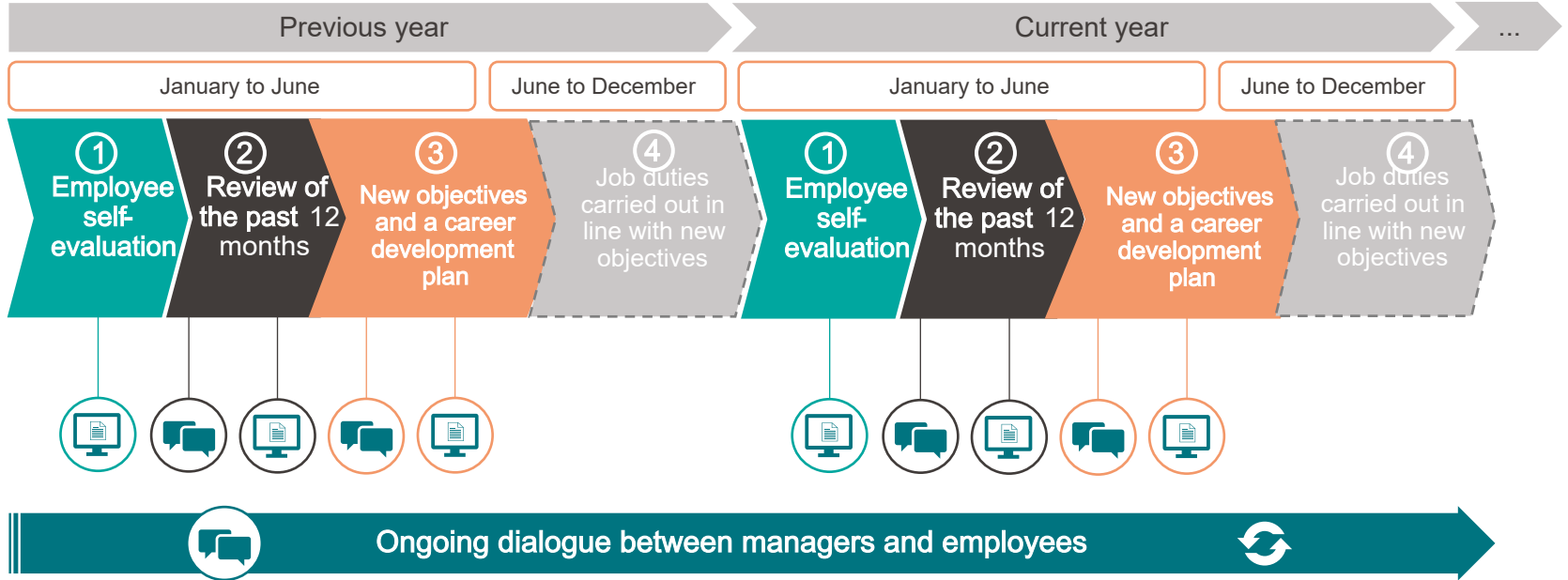


Discuss **past events** and learn about employees' experiences and achievements.





Look to the **future** by setting objectives and mapping out a career development plan.

Assessments over 12 months

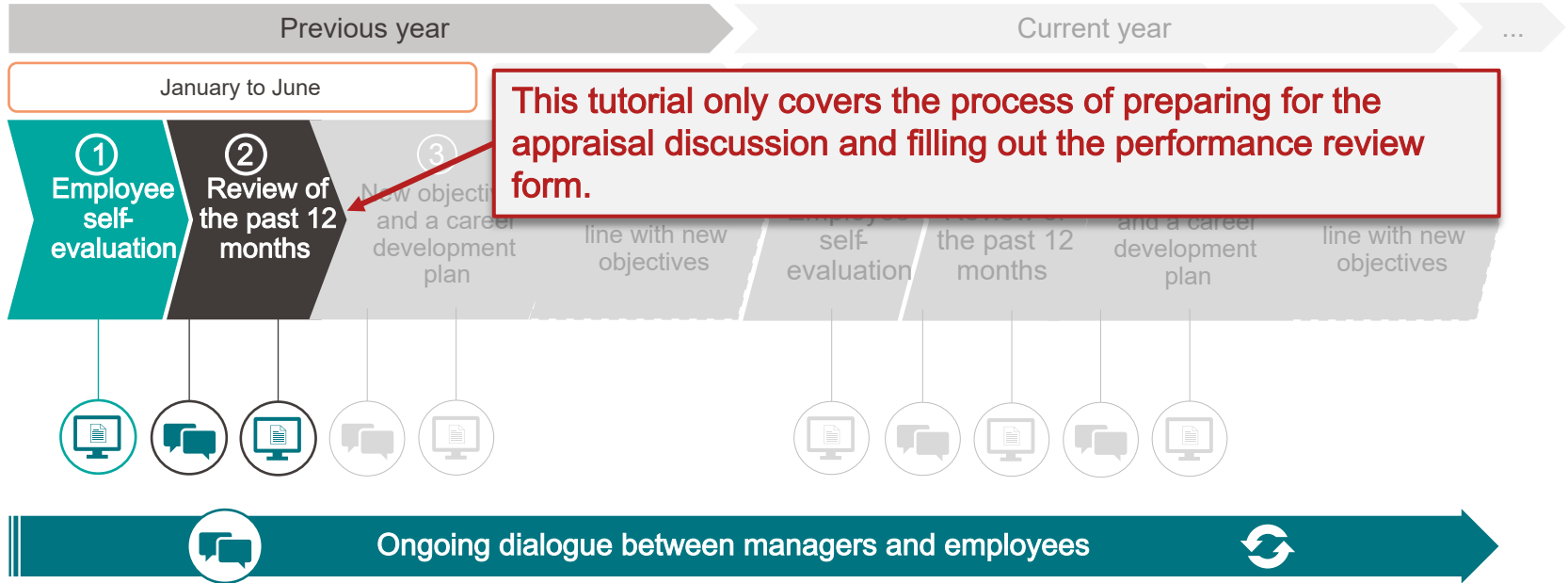


Legend

 Steps that must be entered into EPFL's HR system and confirmed using the performance review application


 Steps involving discussion between managers and employees

Assessments over 12 months



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

[Back to: Inbox](#)

2023 Development Appraisal Di



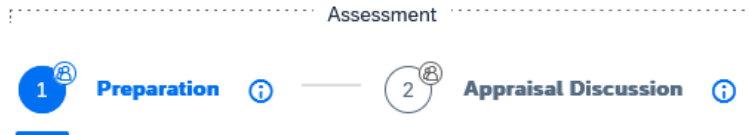
First Name, Last Name

✓ 0

Incomplete Items

[Route Map](#) [Introduction](#) [Employee Information](#) [Review of the last 12 mo](#)

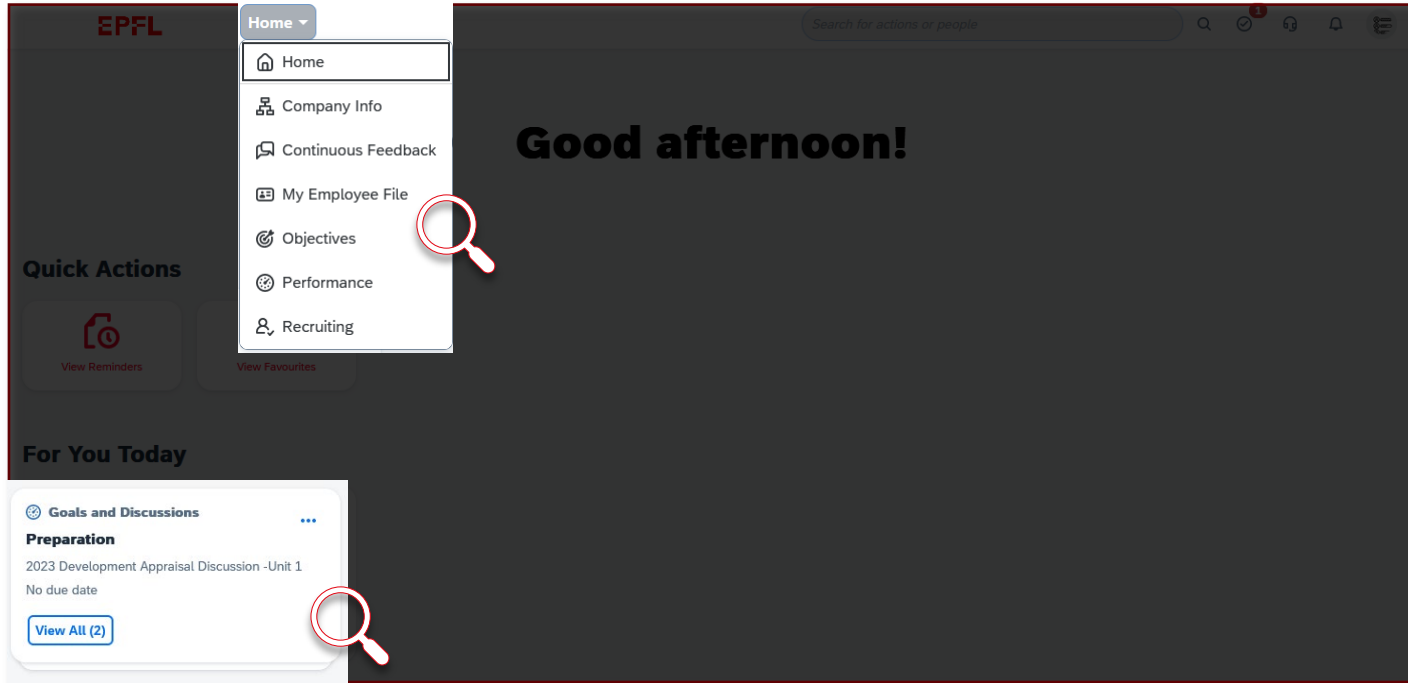
Route Map



Introduction

The interview allows you to assess the last 12 months, encourages collaborators, eval

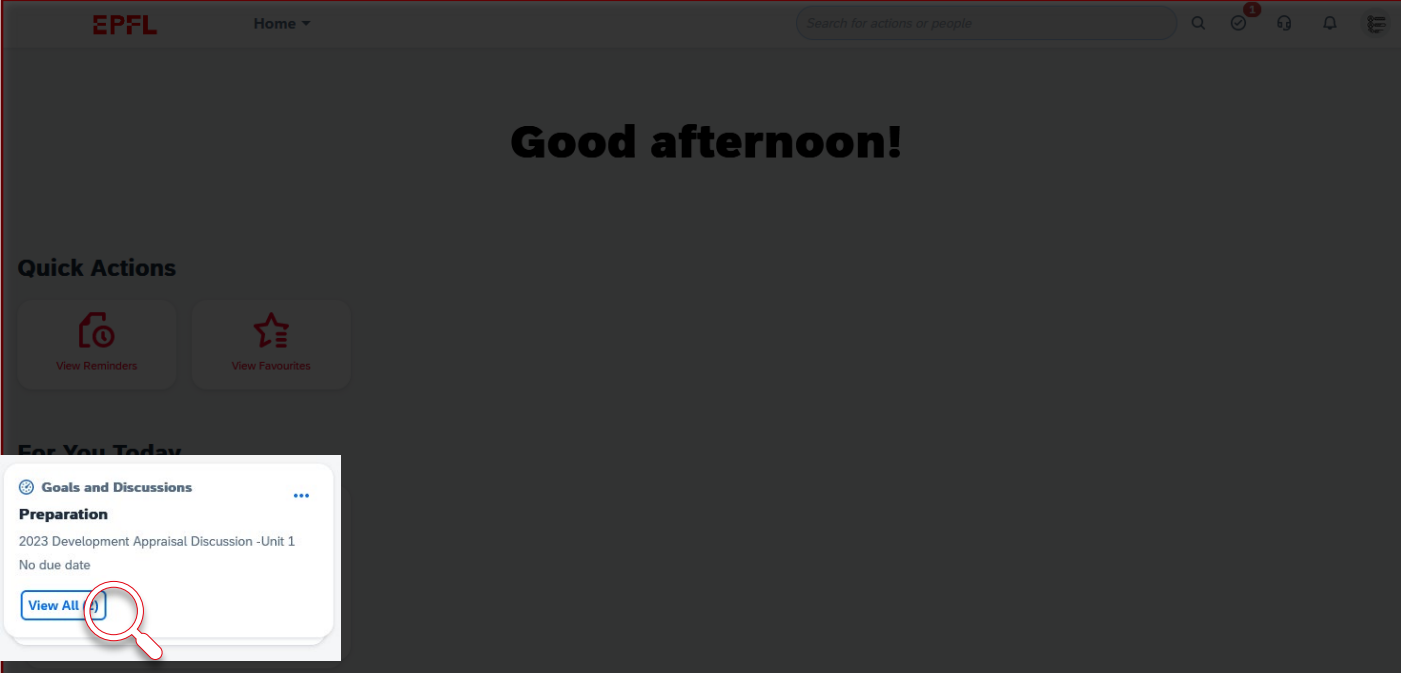
2. Preparing for the appraisal discussion



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 screenshot shows the EPFL dashboard interface. At the top left is the EPFL logo, followed by a 'Home' dropdown menu and a search bar labeled 'Search for actions or people'. The main heading is 'Good afternoon!'. Below this is a 'Quick Actions' section with two buttons: 'View Reminders' (with a clock icon) and 'View Favourites' (with a star icon). Underneath is a 'For You Today' section. A white card titled 'Goals and Discussions' is highlighted, showing a 'Preparation' task for '2023 Development Appraisal Discussion -Unit 1' with 'No due date'. A red magnifying glass is positioned over the 'View All' button in the bottom left corner of this card.

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."

Goals and Discussions (2)



Goals and Discussions



Preparation

2023 Development Appraisal Discussion -Un...

No due date



Goals and Discussions



Objectives definition

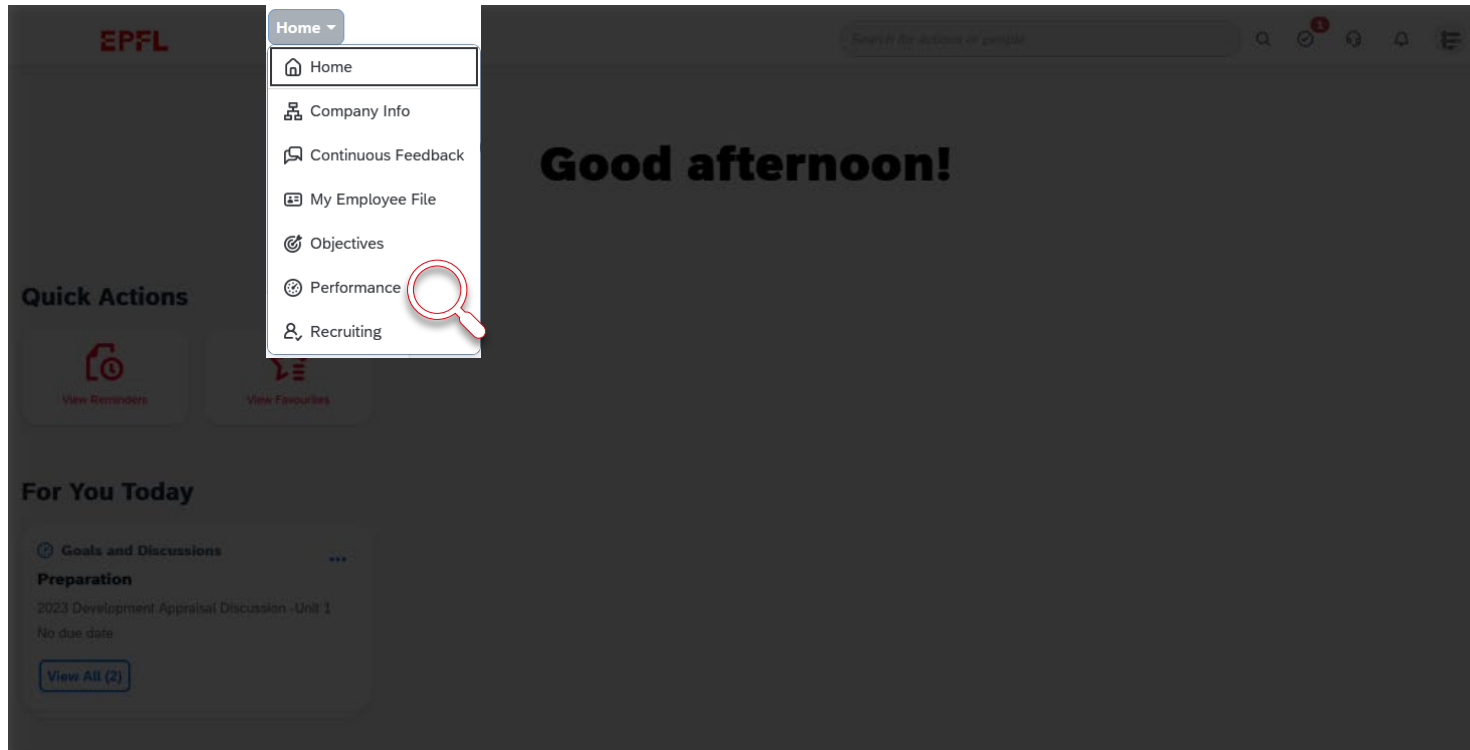
Setting objectives for 2024 - Unit 1

No due date

In the Goals and Discussions window, click on “Preparation”



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.

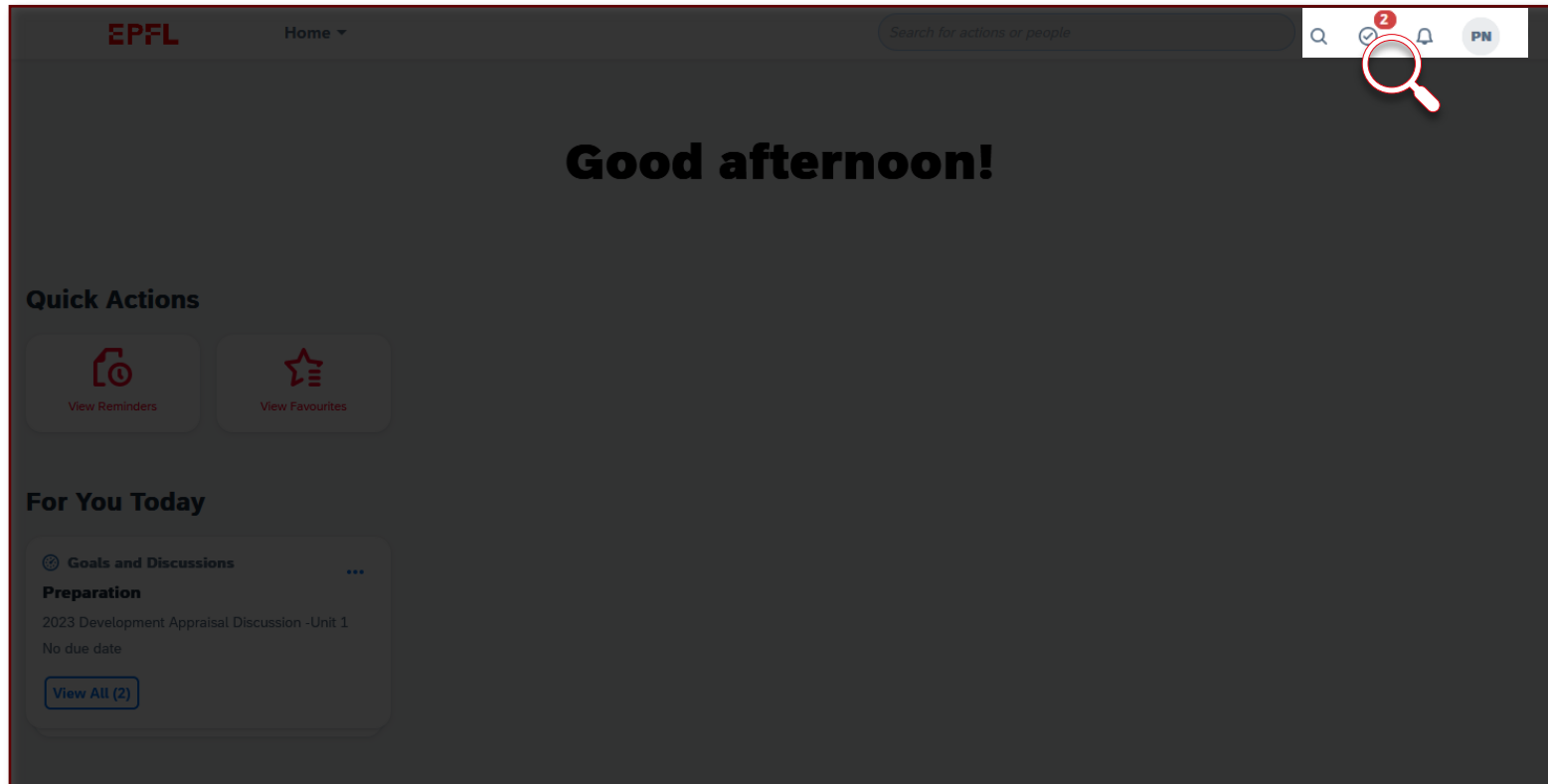


The second way is by selecting “Performance” in the pages menu that appears when you click on “Home” at the top of the dashboard.

The screenshot shows a web application interface for managing forms. On the left, a sidebar menu titled 'My Forms' contains several options: 'All Forms', 'In Progress', 'Inbox', 'En Route', and 'Unfiled'. The 'Inbox' option is highlighted with a red magnifying glass. The main area is titled 'Inbox' and features a grid of filters for various criteria like Template, Current Step, Group, Subject, Domain/Institute, Location, Employee status, Engagement start dates, and Trial Period end dates. Below the filters is a table of forms with columns for Title, Subject, Current Step, Date Assigned, Step Due Date, Form Start Date, and Form End Date. Two forms are listed, both in the 'Preparation' step, with dates assigned in January 2024.

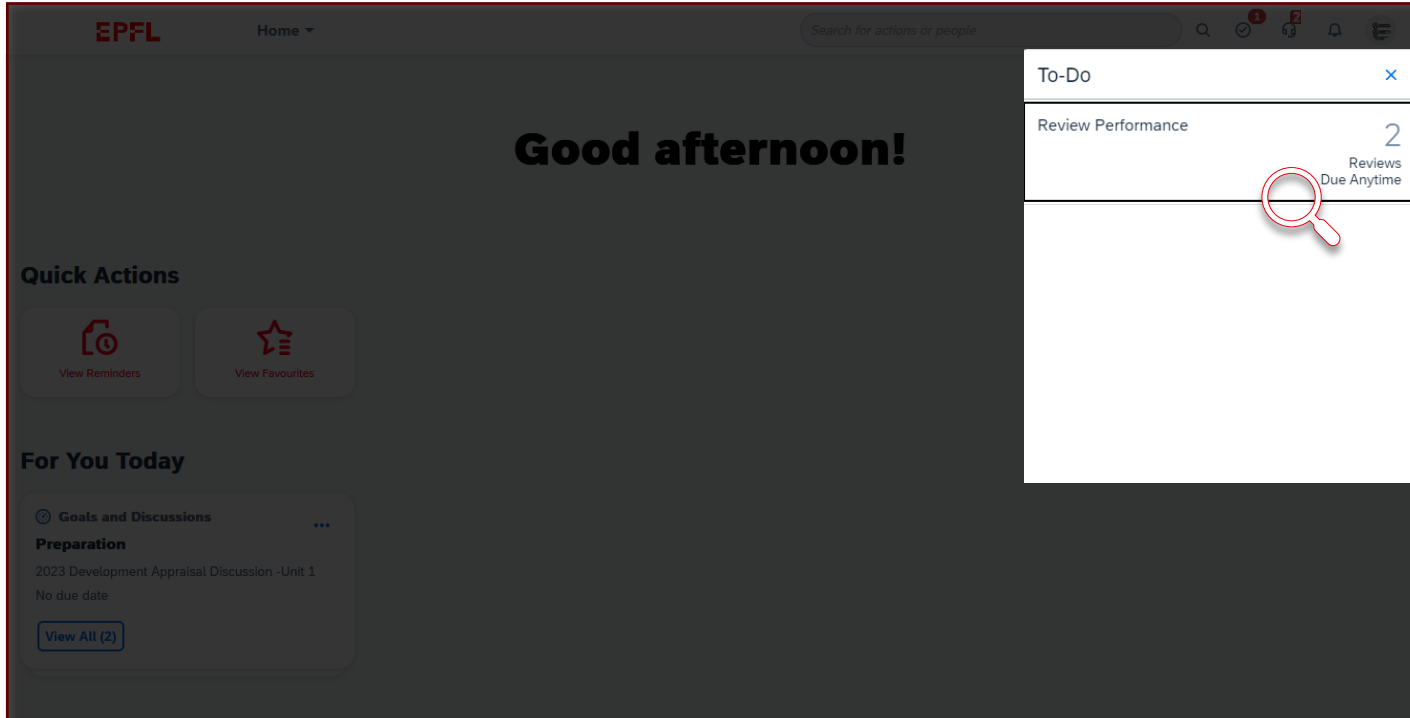
Title	Subject	Current Step	Date Assigned	Step Due Date	Form Start Date	Form End Date	For
2023 Development Appraisal Discussion -Unit 2 for [Name]	[Name]	Preparation	22/01/2024		01/01/2024	30/06/2024	
2023 Development Appraisal Discussion -Unit 1 for [Name]	[Name]	Preparation	15/01/2024		01/01/2024	30/06/2024	

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.



The screenshot shows the EPFL dashboard interface. At the top left is the EPFL logo and a 'Home' dropdown menu. A search bar is located at the top center with the placeholder text 'Search for actions or people'. In the top right corner, there is a toolbar with several icons: a magnifying glass, a checkmark icon with a red '2' notification badge, a bell icon, and a profile icon labeled 'PN'. A red circle highlights the checkmark icon. Below the toolbar, the main content area displays a large greeting 'Good afternoon!'. Underneath, there are two 'Quick Actions' buttons: 'View Reminders' (with a clock icon) and 'View Favourites' (with a star icon). Below that, there is a 'For You Today' section with a card titled 'Goals and Discussions' containing a 'Preparation' task: '2023 Development Appraisal Discussion -Unit 1' with 'No due date' and a 'View All (2)' button.

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.



The screenshot shows a dark-themed EPFL dashboard. At the top left is the EPFL logo and a 'Home' dropdown menu. A search bar contains the text 'Search for actions or people'. The main content area displays 'Good afternoon!' in large white text. Below this are two 'Quick Actions' buttons: 'View Reminders' (with a clock icon) and 'View Favourites' (with a star icon). Underneath is a 'For You Today' section with a card for 'Goals and Discussions' containing 'Preparation' and '2023 Development Appraisal Discussion -Unit 1' with 'No due date' and a 'View All (2)' button. On the right, a 'To-Do' list is overlaid, showing a task 'Review Performance' with a count of '2' and the text 'Reviews Due Anytime'. A red magnifying glass icon is positioned over the 'Review Performance' task.

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

The screenshot shows the EPFL performance review system interface. The main dashboard displays a "Good afternoon!" greeting, a "To-Do" list with a "Review Performance" task, and "Quick Actions" for "View Reminders" and "View Favorites". A "For You Today" section highlights "Preparation" for "2023 Development Appraisal Discussion - Unit 1". A "Review Performance" modal window is open, showing a table with two rows: "Objectives definition" and "Preparation". The "Preparation" row is highlighted with a magnifying glass icon. The table columns are "First Name, Last Name" and "Due Date".

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.



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.

2023 Development Appraisal Discussion -Unit 1 for First Name, Last Name

The screenshot displays the preparation window for a 2023 Development Appraisal Discussion. At the top, the title is "2023 Development Appraisal Discussion -Unit 1 for First Name, Last Name". Below the title, there are navigation icons for "Actions", "History", and a "Supporting" section with 0 comments and 0 attachments. A "More" dropdown menu is also visible. The main navigation bar includes "Route Map", "Introduction", "Employee Information", "Review of the last 12 months", "Objectives evaluation", "Internal mobility request", "Development objectives", and "Employee Feedback". The "Route Map" section is expanded, showing a progress bar with five steps: 1. Preparation (active), 2. Appraisal Discussion, 3. Employee Signature, 4. Unit 1 hierarchical manager signature, and 5. Completed. The "Introduction" section is also visible below the route map.

First Name, Last Name ✓ 0
Incomplete Items

0 0
Supporting

Route Map Introduction Employee Information Review of the last 12 months Objectives evaluation Internal mobility request Development objectives Employee Feedback More

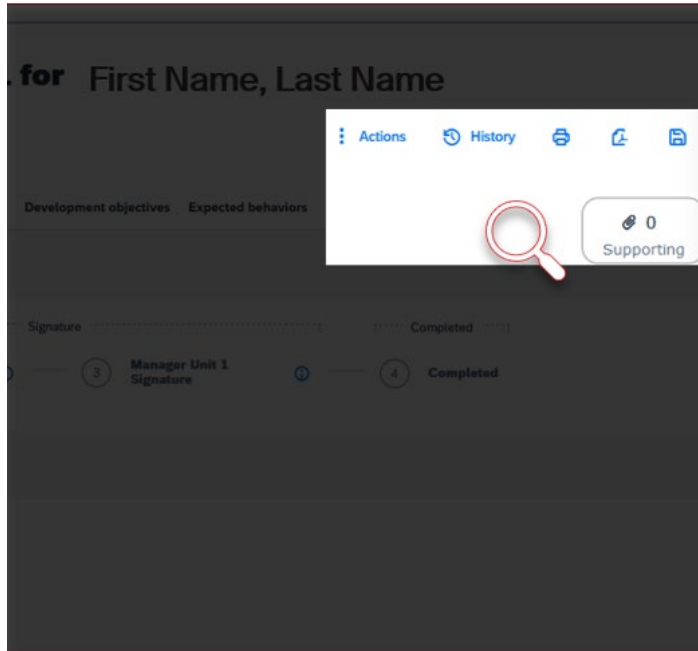
Route Map Hide

Assessment Signature Completed

1 Preparation 2 Appraisal Discussion 3 Employee Signature 4 Unit 1 hierarchical manager signature 5 Completed

Introduction

This is the preparation window that will appear. It looks the same for managers and employees.



⋮ Actions

🕒 History



+ 0
Supporting

- **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.

The screenshot displays the '2023 Development Appraisal Discussion -Unit 1 for First Name, Last Name' interface. At the top, there are navigation options: 'Actions', 'History', and a 'Supporting' section with '0' items. Below this is a 'Route Map' section with a magnifying glass icon over the 'Objectives evaluation' link. The route map shows a sequence of steps: 1 Preparation, 2 Appraisal Discussion, 3 Employee Signature, 4 Unit 1 hierarchical manager signature, and 5 Completed. The 'Introduction' section is visible below the route map.

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.

2023 Development Appraisal Discussion -Unit 1 for First Name, Last Name



First Name, Last Name

✓ 0
Incomplete Items

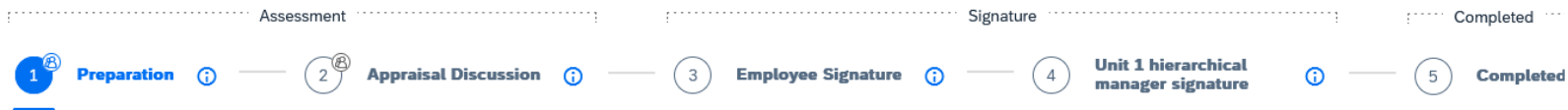
[Actions](#) [History](#)

0 0
Supporting

[Route Map](#) [Introduction](#) [Employee Information](#) [Review of the last 12 months](#) [Objectives evaluation](#) [Internal mobility request](#) [Development objectives](#) [Employee Feedback](#)

More ▾

Route Map

[Hide](#)

Introduction

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 screenshot displays the '2023 Development Appraisal Discussion -Unit 1 for First Name, Last Name' interface. At the top, there are navigation icons for 'Actions', 'History', and a 'Supporting' section with '0' items. Below this is a menu with options: 'Route Map', 'Introduction', 'Employee Information', 'Review of the last 12 months', 'Objectives evaluation', 'Internal mobility request', 'Development objectives', and 'Employee Feedback'. The 'Route Map' section is highlighted with a red magnifying glass. It shows a progress bar with five steps: 1. Preparation (active), 2. Appraisal Discussion, 3. Employee Signature, 4. Unit 1 hierarchical manager signature, and 5. Completed. Above the progress bar, there are labels for 'Assessment', 'Signature', and 'Completed'. Below the progress bar, the 'Introduction' section is visible.

The Route Map is located just below the menu. It shows you how far along you are in the performance review process.

2023 Development Appraisal Discussion -Unit 1 for First Name, Last Name

First Name, Last Name ✓ 0 Incomplete Items

Route Map Introduction Employee Information Review of the last 12 months Objectives evaluation Internal mobility request Development objectives Employee Feedback

Route Map Hide

Assessment Signature Completed

1 Preparation 2 Appraisal Discussion 3 Employee Signature 4 Unit 1 hierarchical manager signature 5 Completed

Introduction



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.






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.



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

A discussion of each section is given in Tutorial 1.



Legend



Steps involving discussion between managers and employees



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

Reviews Team Overview

Back to: Inbox

2023 Development Appraisal Discussion -Unit 1 for First Name, Last Name

Actions History Print Share

First Name, Last Name Incomplete Items 0

Supporting 0 0

Route Map Introduction Employee Information Review of the last 12 months Objectives evaluation General Evaluation Internal mobility request Development objectives Employee Feedback The driving factors

Route Map

Hide

Assessment Signature Completed

1 Preparation 2 Appraisal Discussion 3 Employee Signature 4 Unit 1 hierarchical manager signature 5 Completed

Actions

In this step, both parties will be able to see what they wrote during the preparation step.



Employees

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.



Managers

[Back to: En Route](#)

2023 Development Appraisal Discussion -Unit 1 for First Name, Last Name

[Actions](#) [History](#) [Print](#) [Share](#)

First Name, Last Name

✓ 0
Incomplete Items0 0
Supporting[Route Map](#) [Introduction](#) [Employee Information](#) [Review of the last 12 months](#) [Objectives evaluation](#) [General Evaluation](#) [Internal mobility request](#) [Development objectives](#) [Employee Feedback](#) [The driving factors](#)

Route Map

[Hide](#)*Employees*

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.

Back to: En Route

2023 Development Appraisal Discussion -Unit 1 for First Name, Last Name

First Name, Last Name

3.0 – Fully meets expectations

Route Map Introduction Employee Information Review of the last 12 months Performance evaluation General Evaluation Internal mobility request Development objectives Employee Feedback The driving factors

Route Map

Assessment Signature Completed

1 Preparation 2 Appraisal Discussion 3 Employee Signature 4 Unit 1 hierarchical manager signature 5 Completed

Due 15/08/2024

Actions




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).

2023 Development Appraisal Discussion -Unit 1 for First Name, Last Name

Actions History Print Share Save

 First Name, Last Name 3.0 – Fully meets expectations 0 Comments 0 Supporting

Route Map Introduction Employee Information Review of the last 12 months Objectives evaluation Internal mobility request Development objectives Employee Feedback More

Route Map

Hide

Assessment | Signature | Completed

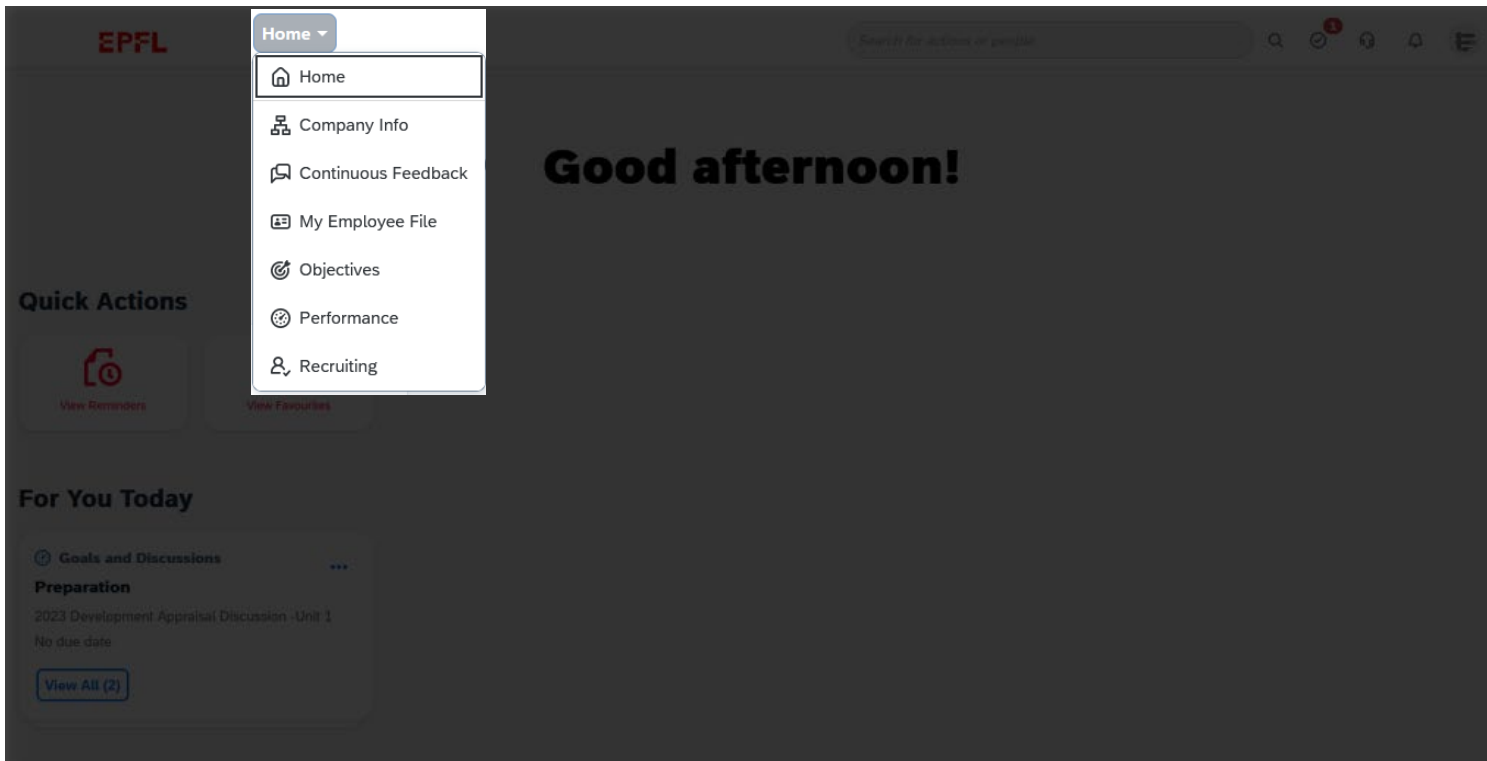
1 Preparation | 2 Appraisal Discussion | 3 Employee Signature | 4 **Due 15/06/2024
Unit 1 hierarchical
manager signature** | 5 Completed

Introduction



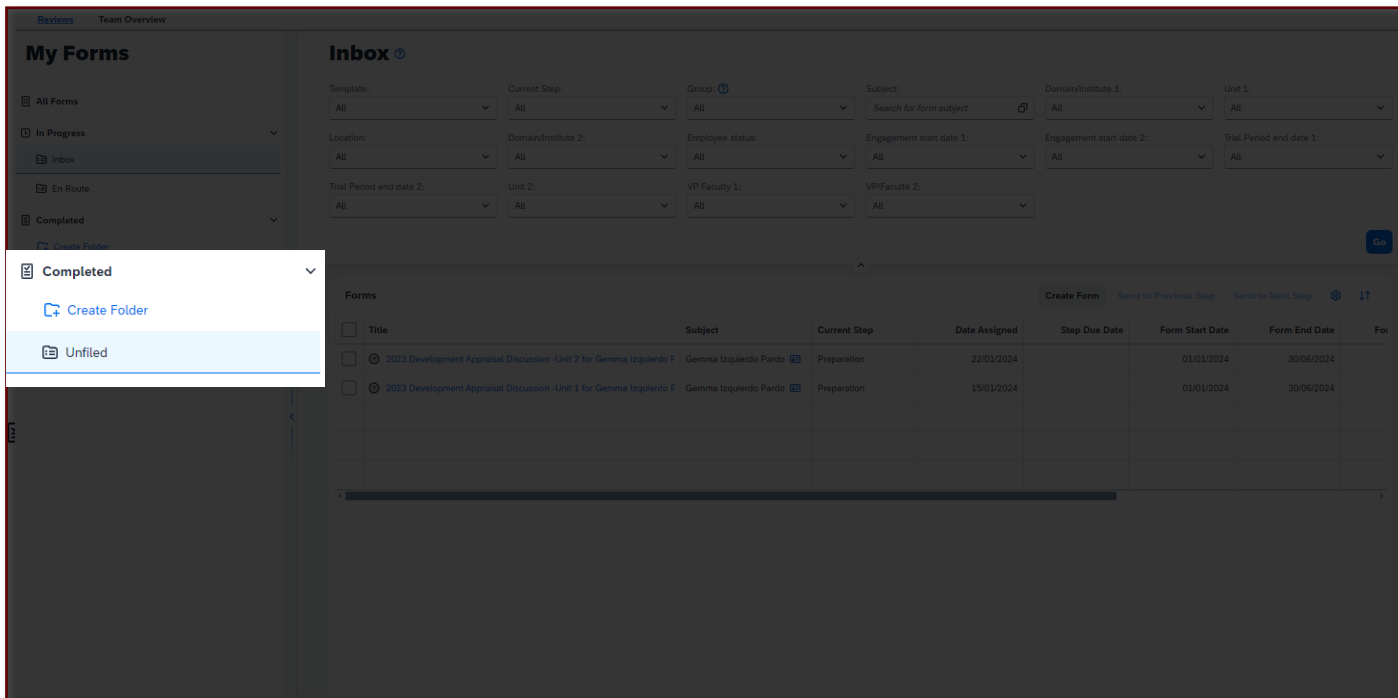
Manager

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.



The screenshot displays the EPFL internal portal interface. At the top left is the EPFL logo. A search bar at the top right contains the text "Search for actions or people". A navigation menu is open, showing options: Home, Company Info, Continuous Feedback, My Employee File, Objectives, Performance, and Recruiting. The "Performance" option is highlighted. Below the navigation menu, there are sections for "Quick Actions" (View Reminders, View Favourites) and "For You Today" (Goals and Discussions, Preparation, 2023 Development Appraisal Discussion - Unit 1, No due date, View All (2)).

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.



The screenshot shows the 'My Forms' sidebar on the left with the 'Completed' folder selected. A dropdown menu is open over the 'Completed' folder, showing 'Create Folder' and 'Unfiled' options. The main view is titled 'Inbox' and contains a grid of filters for various form attributes. Below the filters is a table of completed forms.

Forms	Create Form	Send to Previous Step	Send to Next Step	Settings	IT			
<input type="checkbox"/>	Title	Subject	Current Step	Date Assigned	Step Due Date	Form Start Date	Form End Date	Fo
<input type="checkbox"/>	2023 Development Appraisal Discussion - Unit 2 for Gemma Izquierdo I	Gemma Izquierdo Pardo	Preparation	22/01/2024		01/01/2024	30/06/2024	
<input type="checkbox"/>	2023 Development Appraisal Discussion - Unit 1 for Gemma Izquierdo I	Gemma Izquierdo Pardo	Preparation	15/01/2024		01/01/2024	30/06/2024	

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.

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

Performance review tutorials	
Tutorial 1	The performance review process <i>Now available</i>
Tutorial 2	Using the performance review application <i>Now available</i>
Tutorial 3	Completing the performance review form <i>Now available</i>
Tutorial 4	Completing the objectives form <i>Available from 2 February 2024</i>
Tutorial 5	Giving and receiving feedback <i>Available from 16 February 2024</i>



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

