Meet the New GPS: Annual Appraisal Process

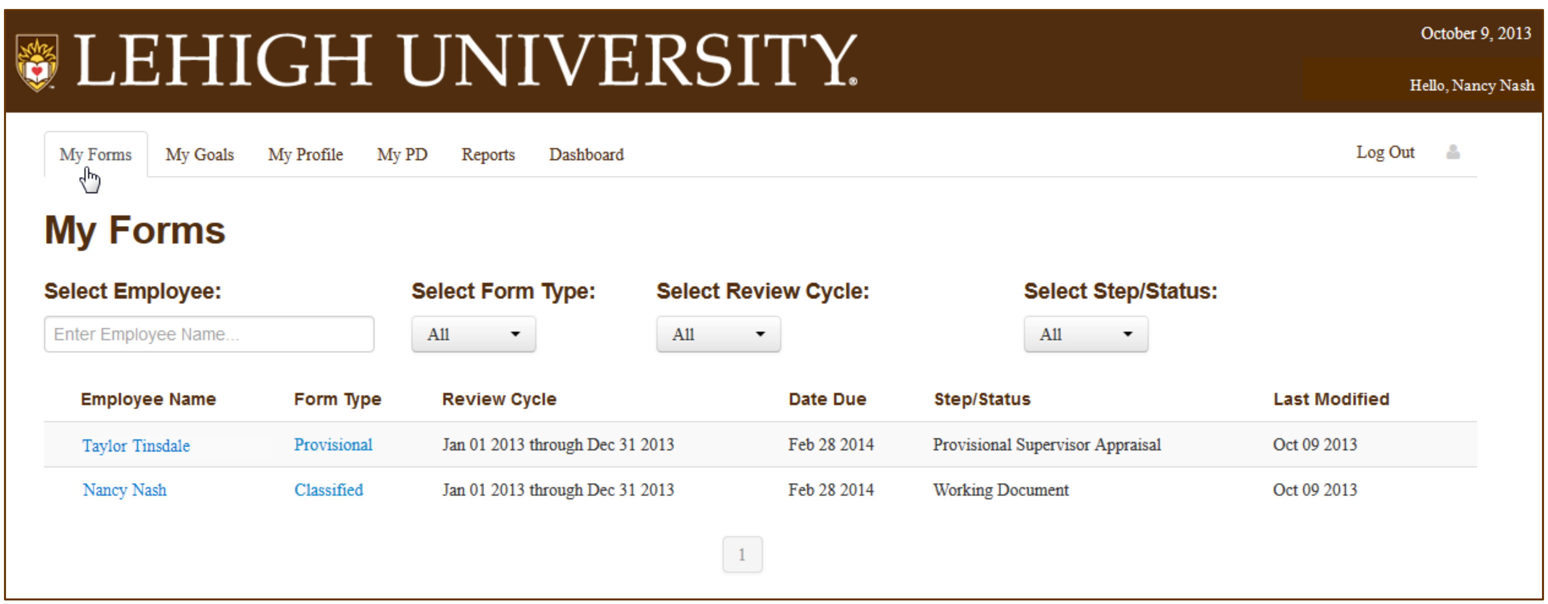
Annual Appraisal Form

The GPS online tool and annual appraisal form has been redeveloped this year, just in time for the 2013 appraisal process. The forms are being launched in batches as various areas around campus commence their annual appraisal process.

Accessing the new GPS Tool follows the same steps as in previous years:

- Log into the Campus Portal (http://www4.lehigh.edu/insidelehigh/default.aspx)
- Select the Employee (or Faculty) tab
- Look for the GPS channel
- Click the link for the GPS online tool

The GPS Tool opens by default in the **My Forms** tab. This tab lists any open forms within your purview. For most staff members, there will be only one form listed, a classified staff form or perhaps a researcher form. Recent hires may have a provisional form (to be completed by the supervisor). Supervisors should see open forms for all direct reports (as well as their own form unless they are a faculty member). If you've been asked to complete a performance appraisal and don't see a form in your **My Forms** tab, please contact HR at 85195 (Linda) or 83698 (Mac).



The forms list shown in the **My Forms** tab includes a variety of information about each form listed:

- **Employee Name** – linked to the employee's profile information
- **Form Type** – classified, provisional, or researcher; linked to the appraisal form
- **Review Cycle** – shows the current review period; usually based on the calendar year
- **Date Due** – for most groups, annual appraisals are due by the end of February in the following year
- **Step/Status** – indicates the process step in which the form currently resides
- **Last Modified** – provides the date of the most recent activity within the form

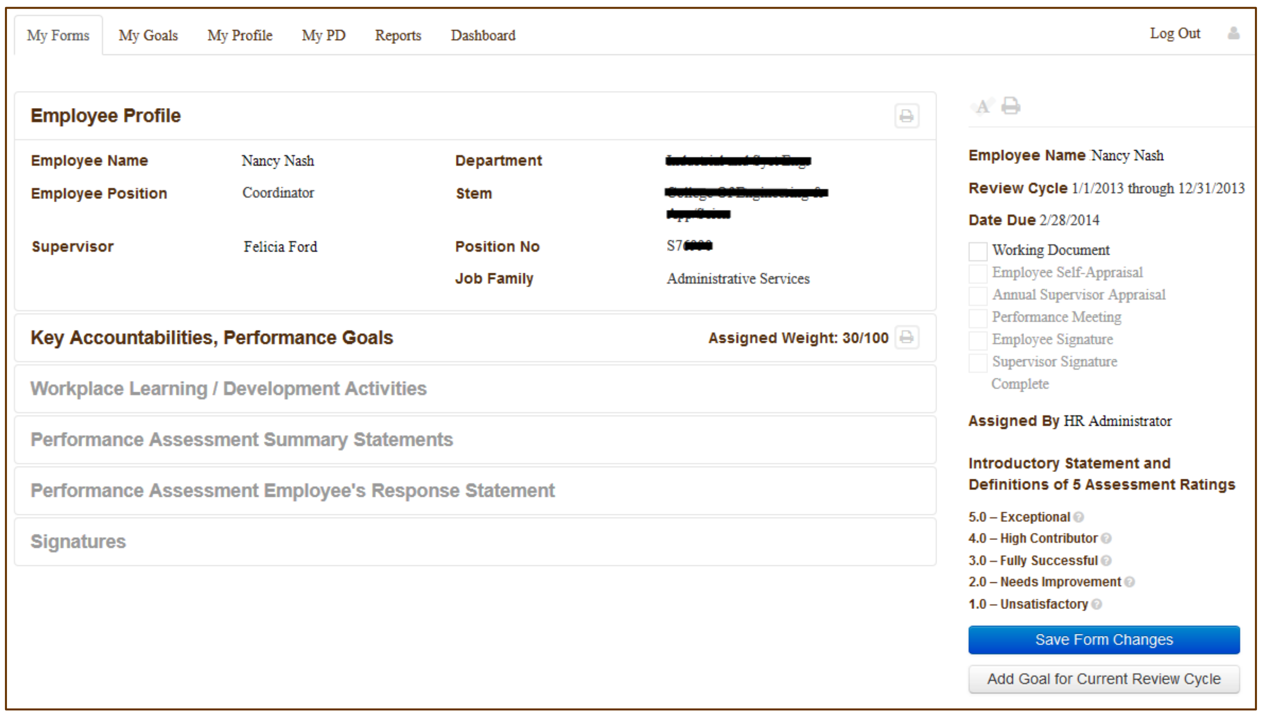
Items shown in blue text indicate a link. Open your form by clicking on the form type (Classified or Researcher).

Note: *As the form moves through the process steps, the link may be grayed out to limit access to the form – e.g., when the supervisor or a secondary reviewer has sole access to the form. In some steps, the link is active but the form is "read only."*

Working Document Step

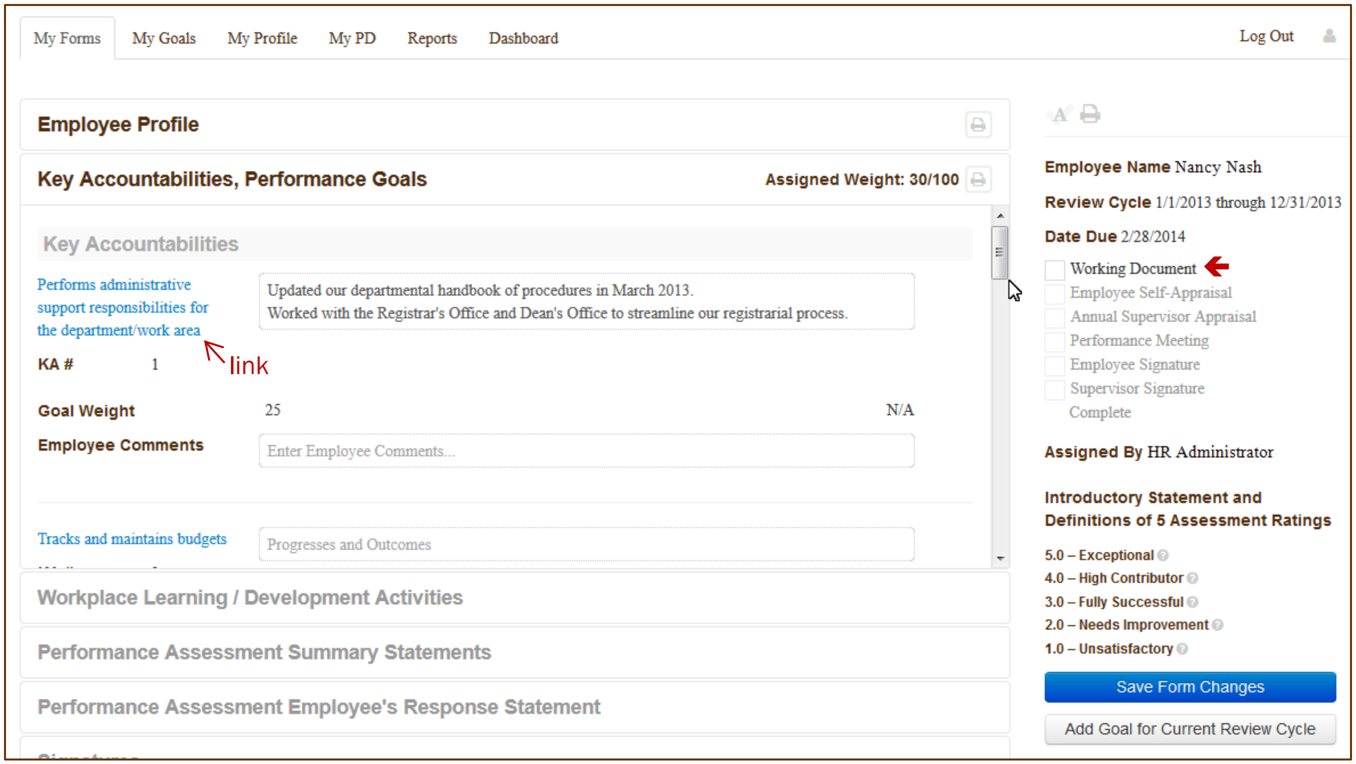
All forms are assigned to employees in the **Working Document** step. This is an open step in which both employees and supervisors can access the form and add content. As in the old GPS Tool, this step is designed to allow information and notes to be added to the appraisal form throughout the current review cycle.

By default, the form opens with the **Employee Profile** section expanded. Clicking on the next section will expand that section and collapse the previous section.



In the **Working Document** step, only the first three sections — **Employee Profile**; **Key Accountabilities, Performance Goals**; and **Workplace Learning/Development Activities —** are available for entering content. The **Workplace Learning/ Development Activities** section may be grayed out when you first open the form as there may be no content to view yet.

Expanding the **Key Accountabilities, Performance Goals** section will change the form view:



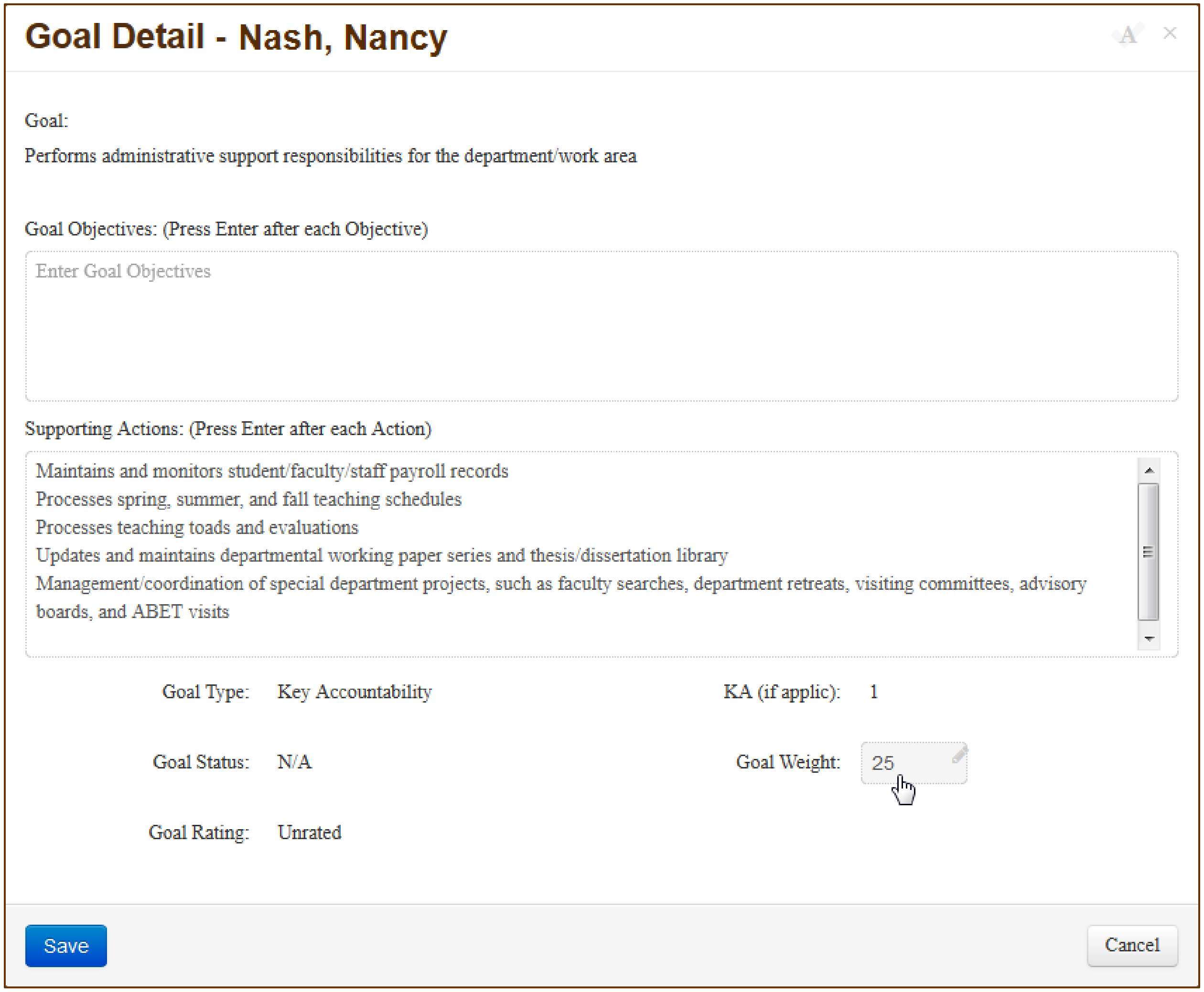
***NOTE:** The second section heading may just read "Key Accountabilities" until one or more performance goals are added. The section heading will also include "Special Projects/ Assignments" if that type of goal is added to this section.*

In this screen shot, the current **working document** step appears in black [🡐] while the remaining steps are grayed out.

Use the process checklist to move the form from one step to another. Employees control the completion of some steps while supervisors control the others.

***TIP:** Notice that the key accountabilities information appears in a "box" with an inner scroll bar along the right side of the box. Adjusting your zoom will expand this section even further and move the scroll bar to the right outside edge of the screen.*

In the new GPS appraisal form, the key accountability statement appears as a blue text link. Use this link to open the corresponding Goal Detail window to view all of the supporting activities for that key accountability.



The key accountability statement (that appears in the Goal field) and supporting activities are not editable within the new GPS Tool.

Review your key accountability information in the **My PD** tab BEFORE you start working in the form. If the information has changed, update your position description within the PD Tool. The new GPS Tool allows your supervisor or HR administrator to sync the GPS content with the PD Tool content for any uncompleted form in the current review cycle.

WARNING! *When the sync icon is clicked, the system alerts the user that all PD current content including progress & outcomes, weightings, and comments will be wiped clean. It is recommended that you first print a copy of the performance review form in progress, if needed, before synching.*

Content may be added to the Goal Objectives field within the **Goal Detail** window but this is not required for key accountabilities.

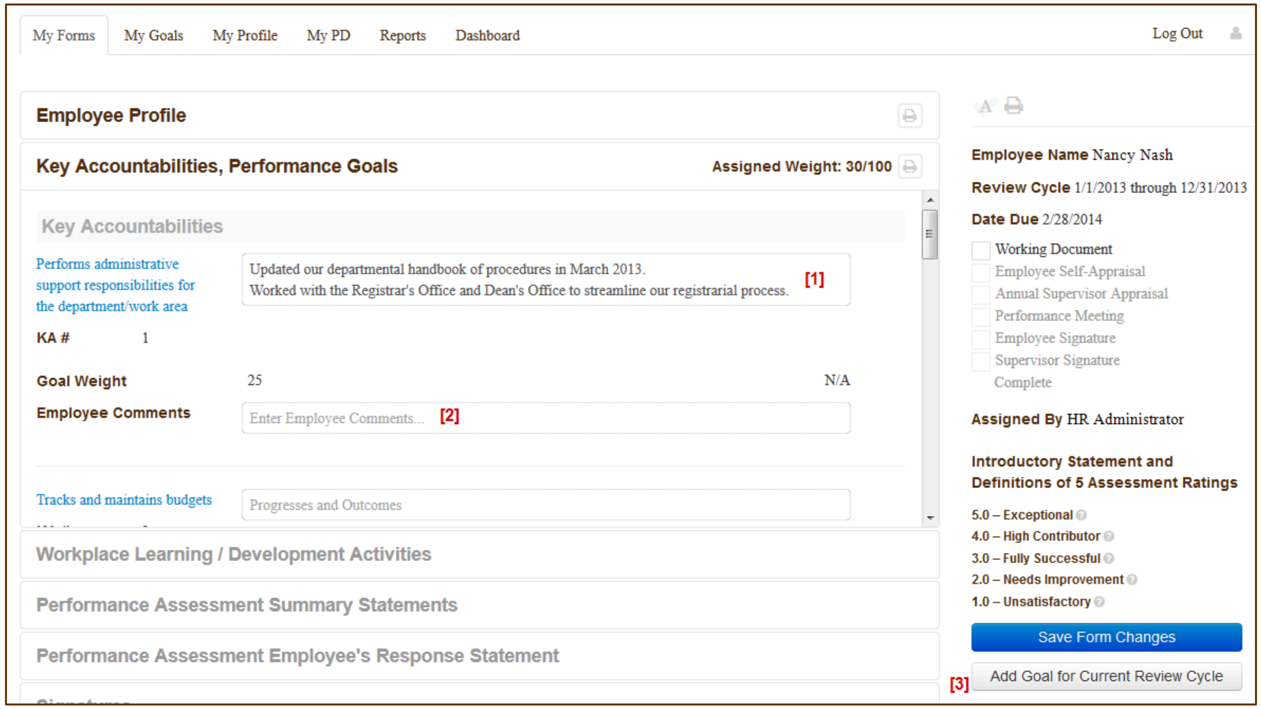
Goal weights are non-editable within the form but can be added and changed within the **Goal Detail** window. The default setting is zero but can be changed to any round number between zero and a hundred. Keep in mind that the cumulative value of all key accountabilities, performance goals, and special projects/assignments must equal 100%. This is an important change from the old GPS appraisal form.

During the **Working Document** step, employees and/or their supervisor may add content to the progress and outcomes field [1].

Comments may also be entered [2]. In this process step, employees only see the **Employee Comments** field and supervisors see only the **Supervisor Comments** field.

Use the scroll bar to move down through the key accountabilities.

Within this same section and immediately following the last key accountability will be any performance goals and special projects/assignments previously entered through the **My Goals** tab.

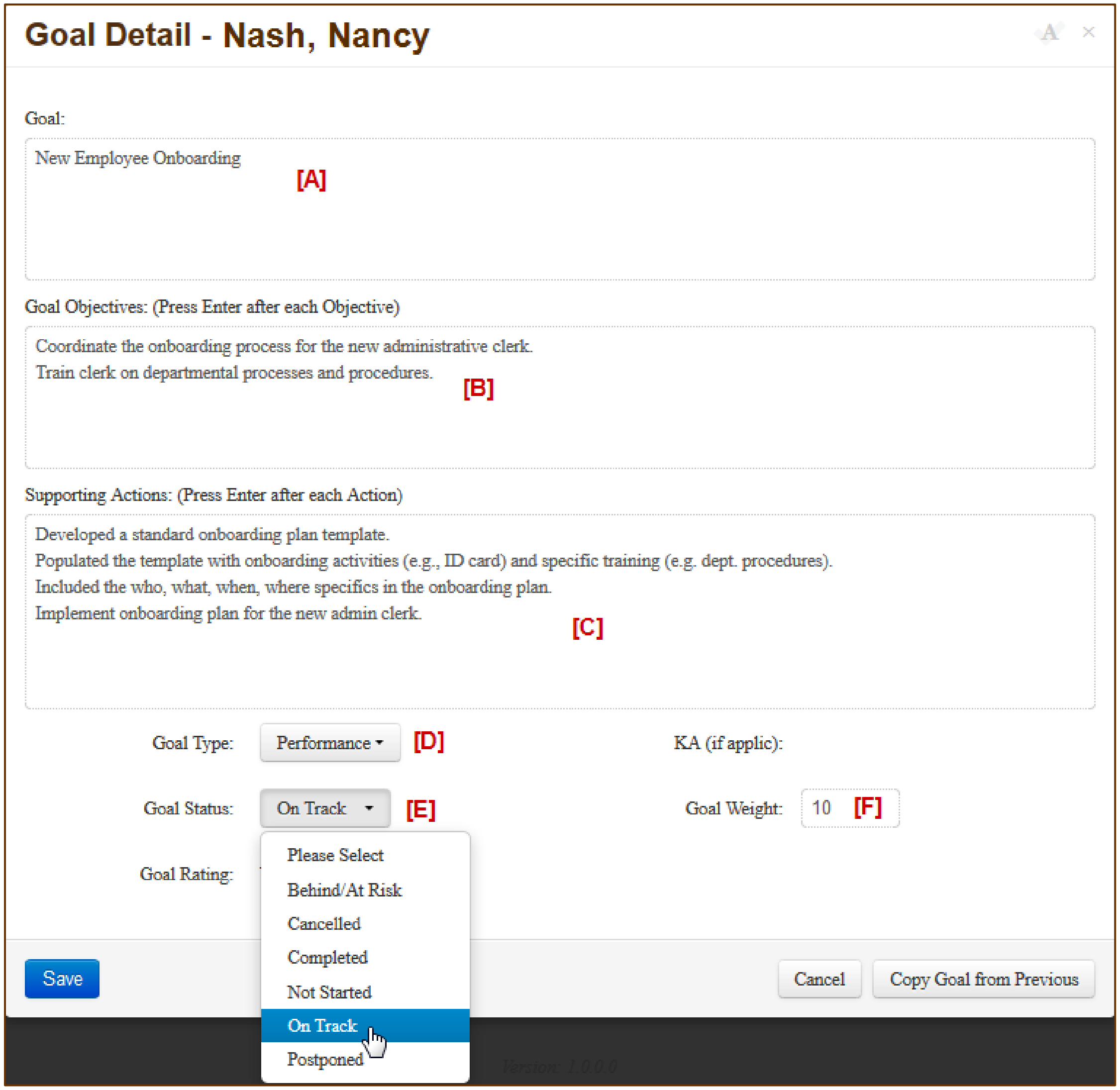


Adding Goals

Goals may also be added to the form by selecting the **Add Goal for Current Review Cycle** button [3]. Goals may be inputted by either the employee or the supervisor.

NOTE: *Only goals pertaining to the* ***current*** *review cycle can be added at this point in the process. There will be an opportunity to add future goals later, in the Performance Meeting step.*

Selecting the **Add Goal for Current Review Cycle** button [3] will open a new **Goal Detail** window. See screenshot, next page.



The **Goal Detail** window may be used to add performance goals and special projects/ assignments.

Start by typing in a brief **Goal** statement [A]. This is a required field.

Next add one or more **Goal Objectives** [B]. These should be specific, measurable results that you hope to achieve. This is also a required field.

The **Supporting Actions** field [C] is optional. It is the best place to document the various steps taken to achieve this goal.

Use the drop down-field to indicate the **Goal Type** [D]. Select "Performance" if the goal relates to your regular job duties and/or role within the department. Select "Special Project/Assignment" if the goal falls outside of your normal job duties or role – e.g., serving on a cross-functional committee or advisory group.

A drop-down field is also provided to indicate the current **Goal Status** [E]. A number of status descriptors are available. If you have trouble seeing the full list when you click the drop-down field, adjust your zoom [hold down the CTRL key and then hit the +plus or –minus sign].

The other editable field in the **Goal Detail** window is the **Goal Weight** [F]. The default setting is zero but can be changed to any whole number between zero and a hundred. Keep in mind that the cumulative value of all key accountabilities, performance goals, and special projects/assignments must equal 100 percent.

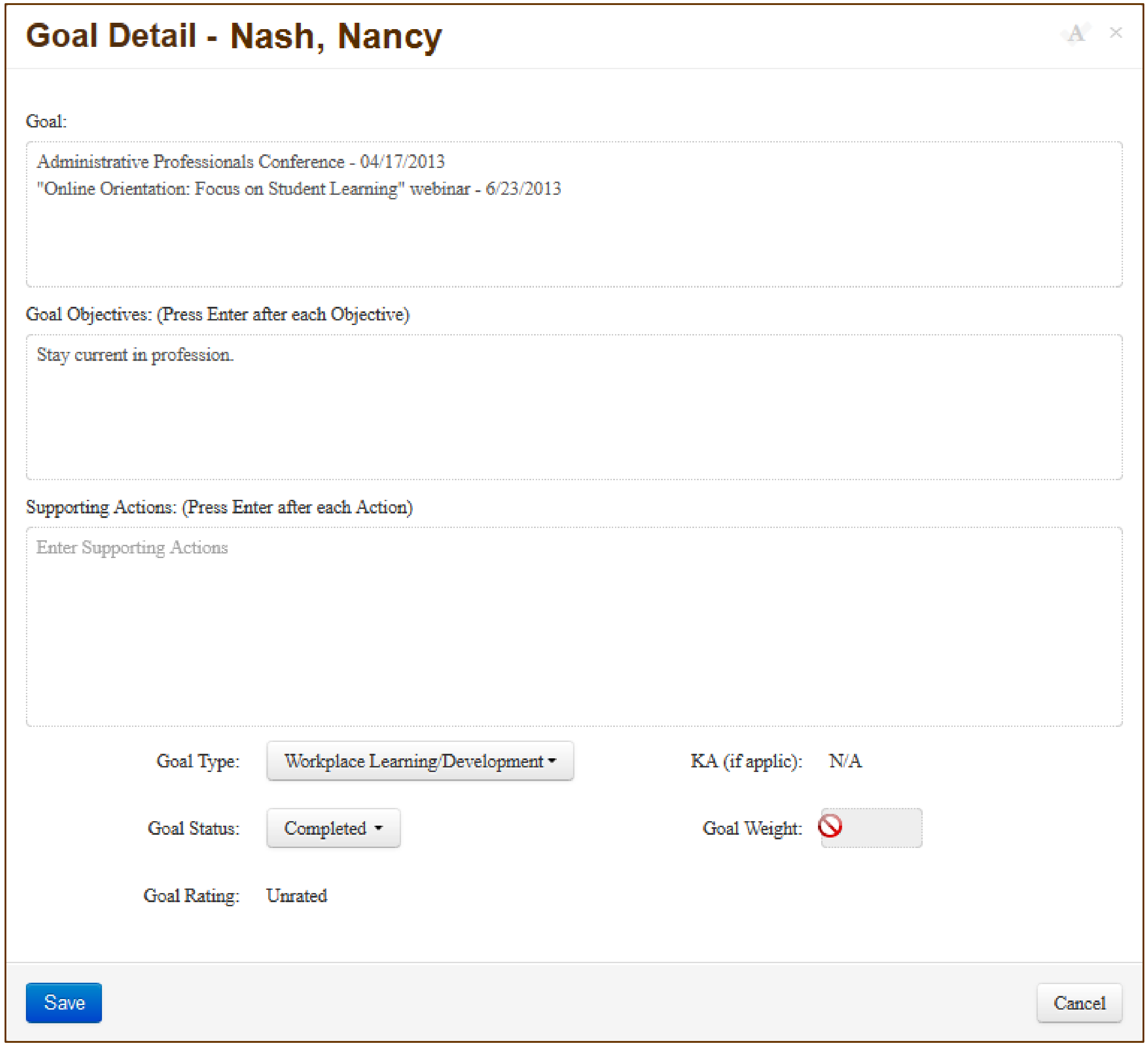
The **Goal Detail** window may also be used to document training, conferences, or other developmental activities you may have engaged in during the review cycle.

Workplace learning/development activities will appear in the third section of the appraisal form with only the **Goal** statements visible. Use the **Goal** statement field to identify the activity and date. Multiple activities may be listed here, if desired.

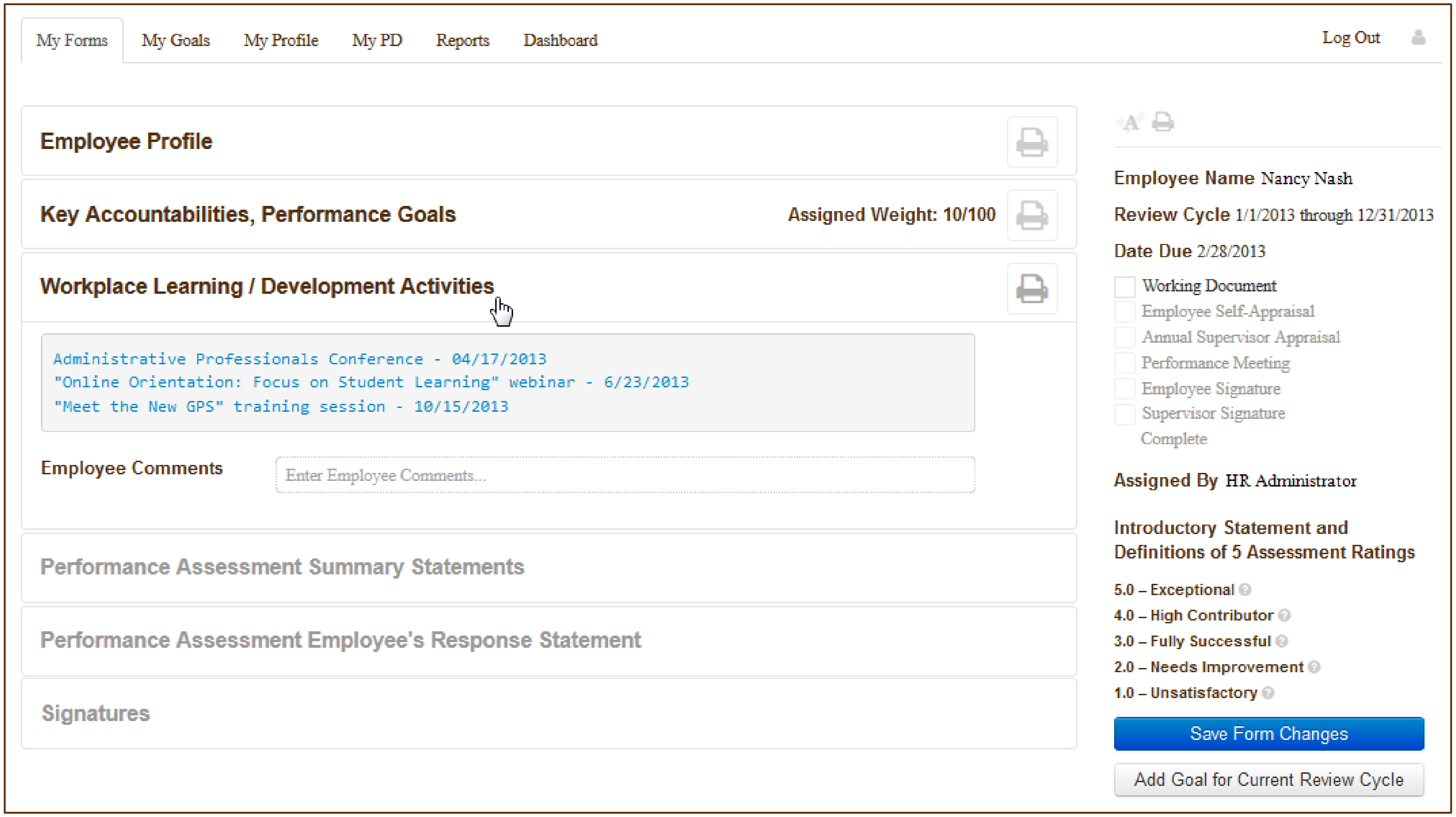
A **Goal Objective** is required but **Supporting Options** are optional and probably not applicable if you're just listing seminars and conferences.

Remember to specify the **Goal Type** as "Workplace Learning/Development" in the drop-down field. Also select an appropriate **Goal Status**.

Workplace Learning/Development activities are not rated within the appraisal form so no **Goal Weight** is needed. If you try to enter a goal weight for this type of activity, you'll see the symbol appear.



Here's what the **Workplace Learning/Development Activities** section of the appraisal form looks like once some activities have been added:

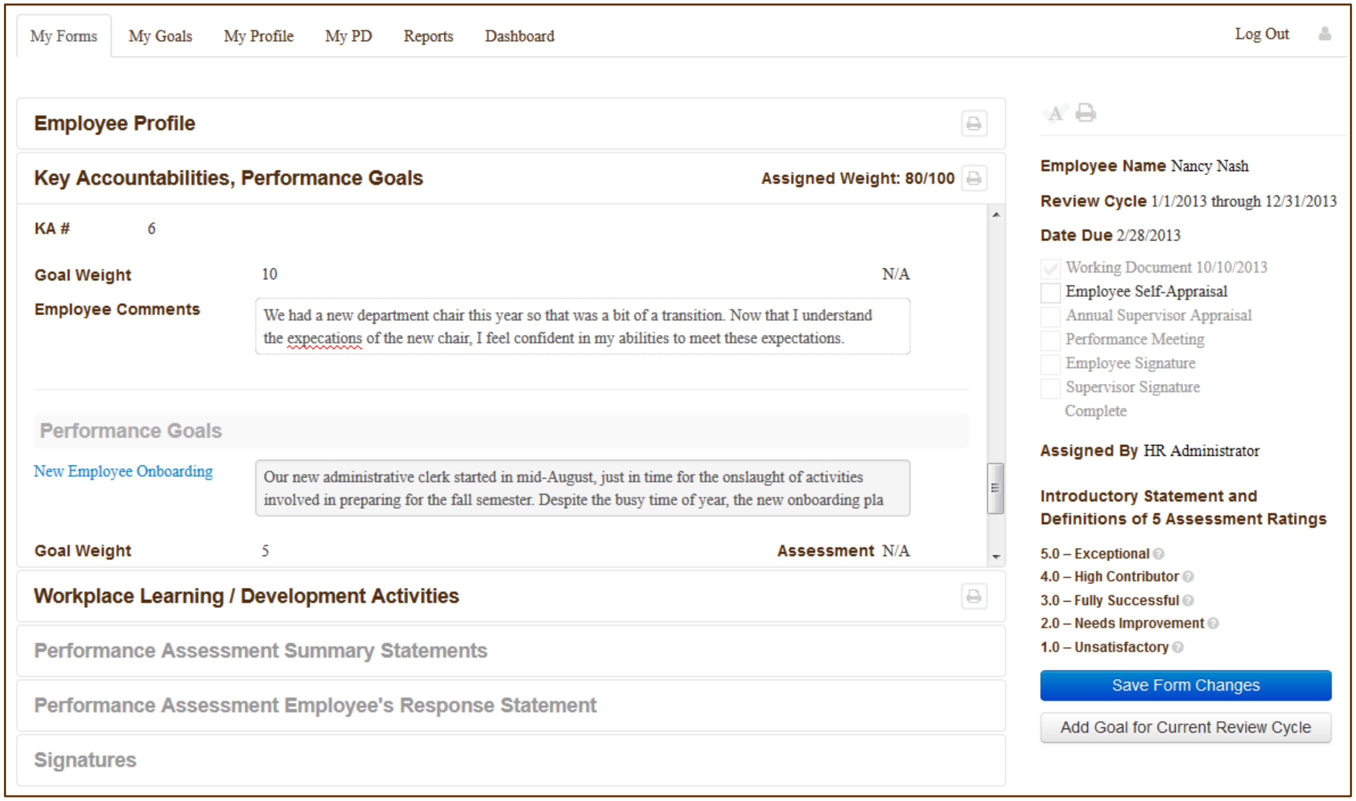


Moving the Form to the Next Step

In the new GPS Tool, the form is moved through the various process steps by checking off each step as it is completed. The process checklist appears along the right side of the form. Clicking on the checkbox next to the current step will initiate a confirmation pop-up window asking you if you want to proceed. Once the form moves to the next step, you cannot un-do it. ***Note:*** *HR administrators can un-do most steps, if necessary.*

Employee Self-Appraisal Step

Either the employee or the supervisor can check off the **Working Document** step to move the form to the **Employee Self-Appraisal** step.



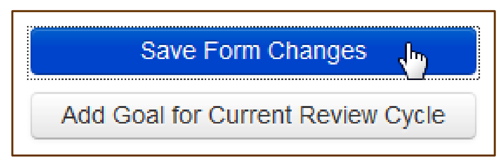
As in the previous steps, only the first three sections of the form are active in this step. Click on the section heading to expand or collapse each available section.

During the **Employee Self-Appraisal** step, be sure that you've documented your progress and outcomes for each key accountability as well as for any performance goals and/or special projects/ assignments listed.

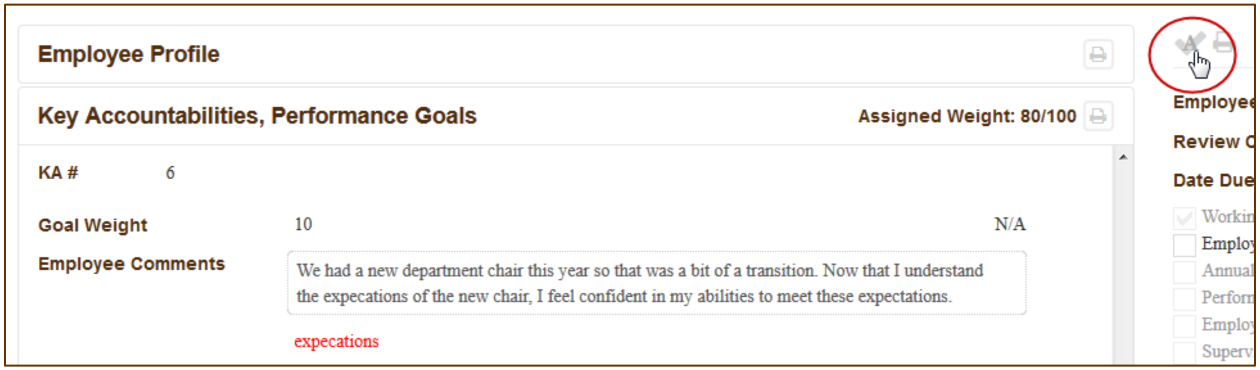
You can still use the **Add Goal for Current Review Cycle** button to document additional goals/projects that are relevant for this review.

Add desired comments to each item, as desired. Remember, the **Progress & Outcomes** field should be used to document the facts – i.e., what happened and what were the results. Use the **Employee Comments** field to report what you think or feel about your performance relative to a particular accountability, goal, or project. Be concise. These fields do expand but long explanations and essays are generally not necessary.

The new GPS Tool has an automatic time out after 45 minutes of un-saved activity. To avoid possible loss of recently entered content, it is recommended that you save the form frequently as you work.



Don't forget to review your content for clarity, grammar, and spelling. Use the spell check feature to identify possible misspelled words and provide alternative spellings.



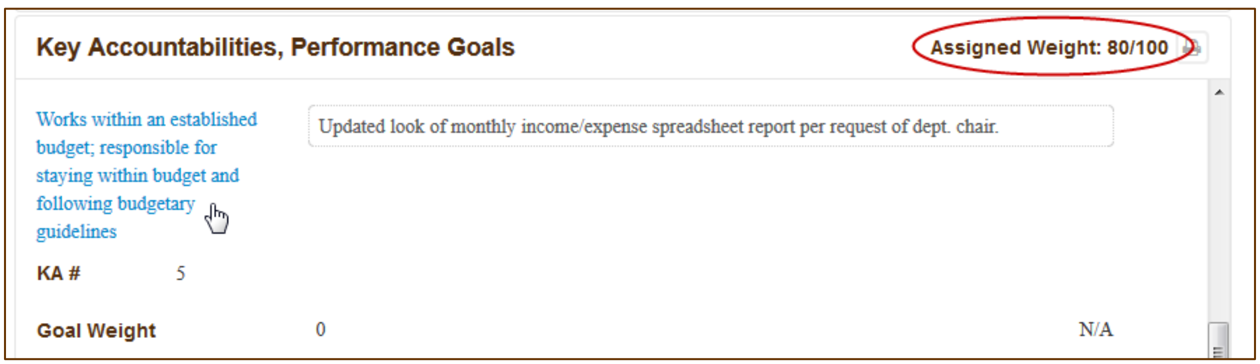
The spell check icon appears top right in the form window.

Once activated, misspelled words (and/or unrecognized words) will appear in red text below the field in which they occur.

Click on the red text to see spelling suggestions. You can also select "ignore."

Assign Weightings

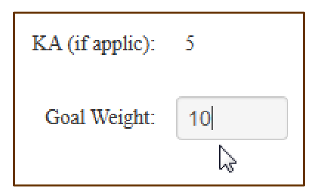
Make sure that all key accountabilities, performance goals, and special projects/assignments have been assigned an appropriate weighting factor. Cumulatively, the assigned weighting factors in the **Key Accountabilities, Performance Goals** section must add up to 100%. The current total is shown to the right of the section heading.



In this screenshot, the assigned weights currently add up to just 80 out of 100 percent.

To add or adjust the weighting of any item, simply click on the Key Accountability statement or Goal statement which appears in blue text.

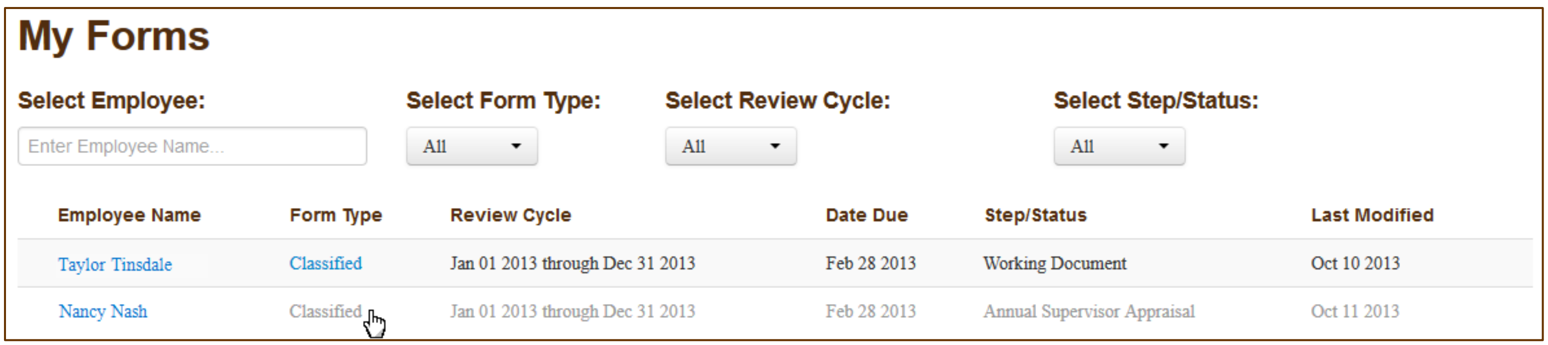
This will open up the **Goal Detail** window where you can assign or change the weighting factor for that item.



Once you've finished adding your self-appraisal content, including weightings, you are ready to mark your self-appraisal as complete. To do this, simply click on the check-off box next to **Employee Self-Appraisal** in the process checklist along the right side of the form. Only the employee can mark the self-appraisal as complete.

A confirmation pop-up window will appear:

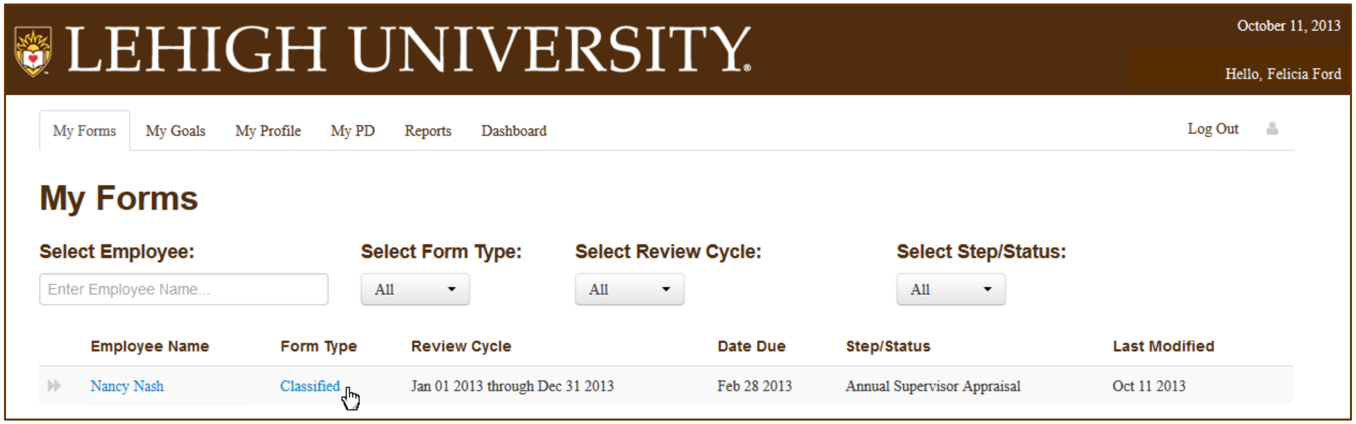
Upon clicking "Yes," your screen will return to the **My Forms** tab:



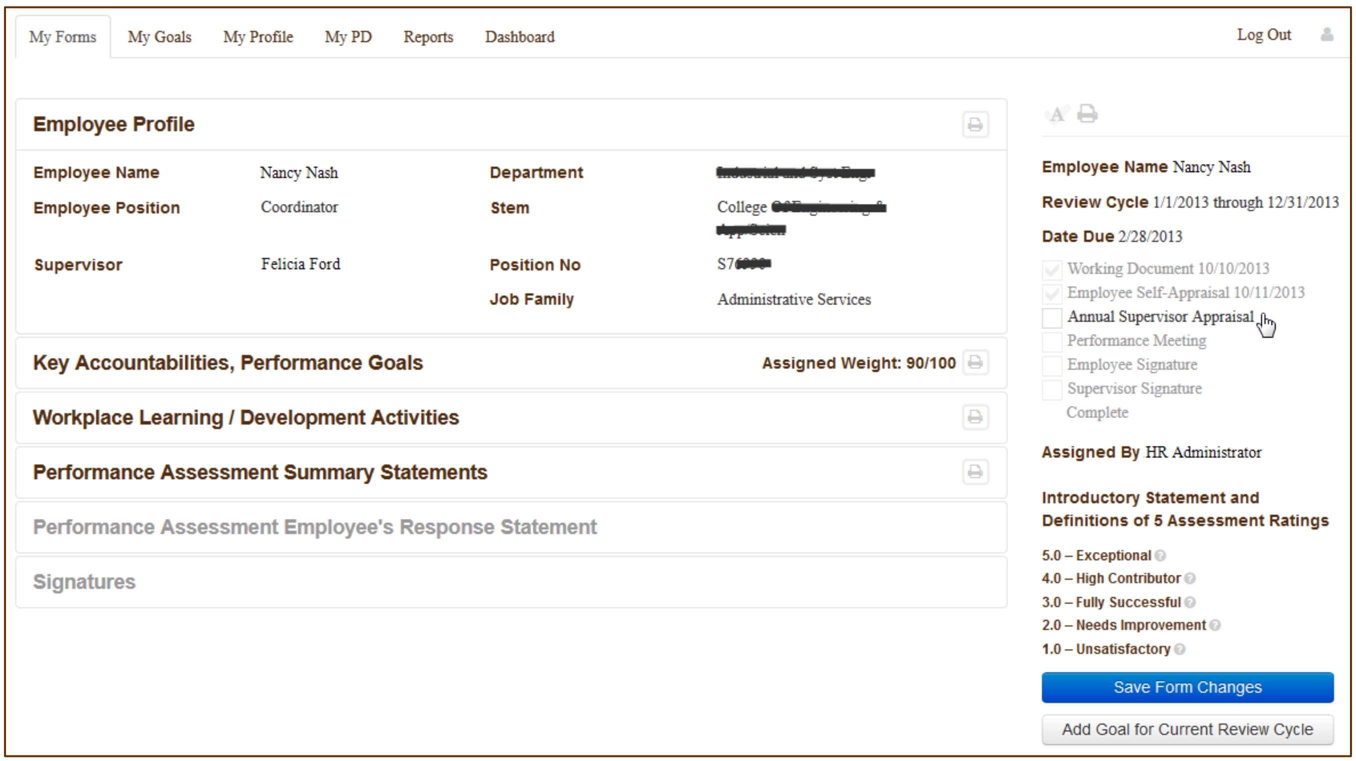
Notice that "Classified" in the **Form Type** column is now grayed out for this employee and the **Step/Status** column reads "Annual Supervisor Appraisal." This indicates that the form is now solely accessible by the supervisor for the next step in the appraisal process.

Annual Supervisor Appraisal Step

The supervisor receives an email notification when the form moves from **Employee Self-Appraisal** to the **Annual Supervisor Appraisal** step. When the supervisor logs into the GPS Tool, the **My Forms** tab opens by default.



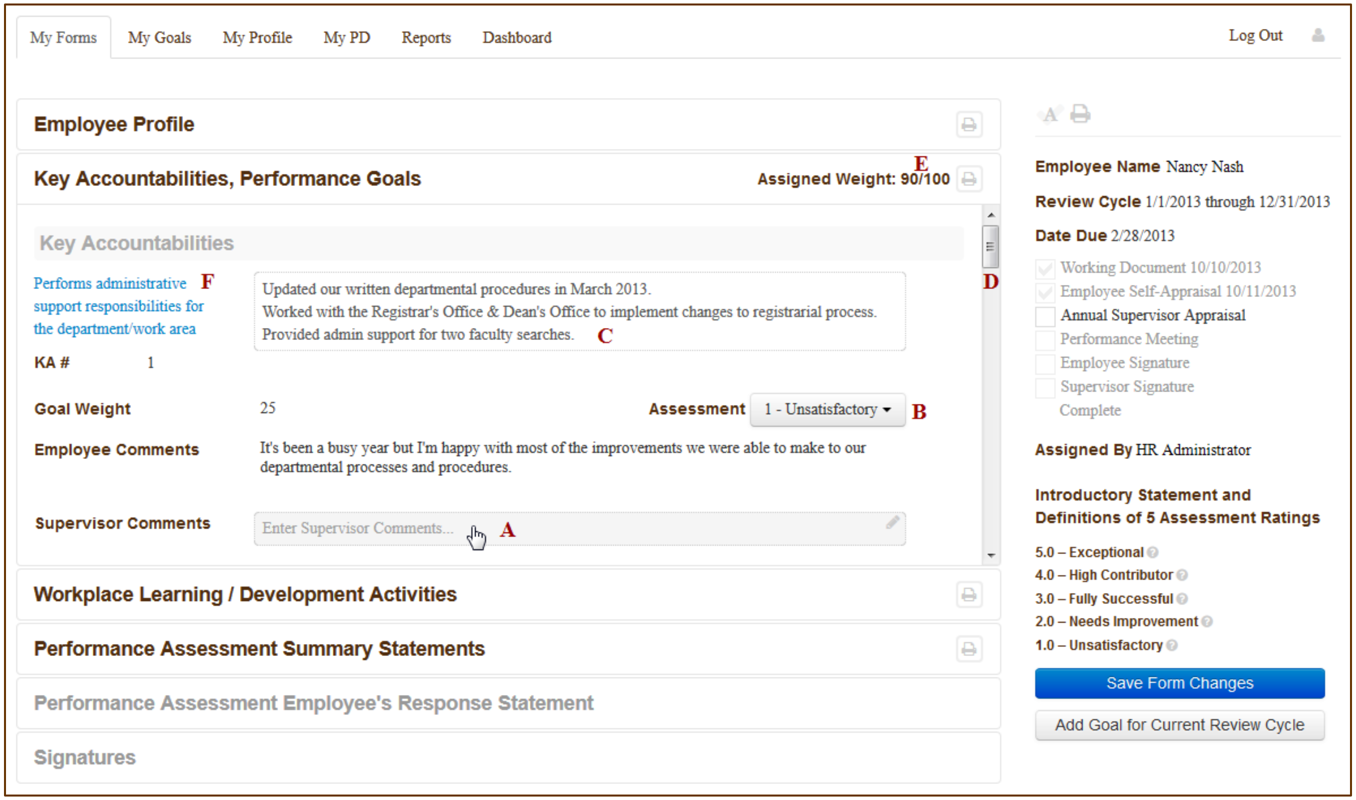
Individual forms are opened by clicking on the blue text ("Classified," "Researcher," or "Provisional") in the **Form Type** column.



In the **Annual Supervisor Appraisal** step, four sections of the form are available for adding content:

- Employee Profile
- Key Accountabilities, Performance Goals
- Workplace Learning/ Development Activities
- Performance Assessment Summary Statements

The **Annual Supervisor Appraisal** step consists of adding supervisor comments and ratings. Supervisors should start by clicking on the **Key Accountabilities, Performance Goals** section heading to open up this section:



The appearance of the **Key Accountabilities, Performance Goals** section can be adjusted by using your zoom.

Hold down the CTRL key and hit the +plus or –minus sign to zoom in or out.

[**A**] Supervisors can add a comment for each item listed in the **Key Accountabilities, Performance Goals** section.

[**B**] An appropriate rating for each item is selected from the drop-down **Assessment** field.

If the default "0 – Not Rated" option is used, be sure the assigned weight is also zero!

Introductory Statement and Definitions of 5 Assessment Ratings

5.0 – Exceptional
4.0 – High Contributor
3.0 – Fully Successful
2.0 – Needs Improvement
1.0 – Unsatisfactory

← The Assessment Rating choices are shown along the right side of the form.

Click the question mark next to the rating to see the full defininitition. →

The "3 – Fully Successful" rating is considered the standard benchmark for a solid performer.

Introductory Statement and Definitions of 5 Assessment Ratings

5.0 – Exceptional
4.0 – High Contributor: Results are consistent with complete mastery of all key accountabilities; regularly exceeds most expectations
3.0 – Fully Successful
2.0 – Needs Improvement
1.0 – Unsatisfactory

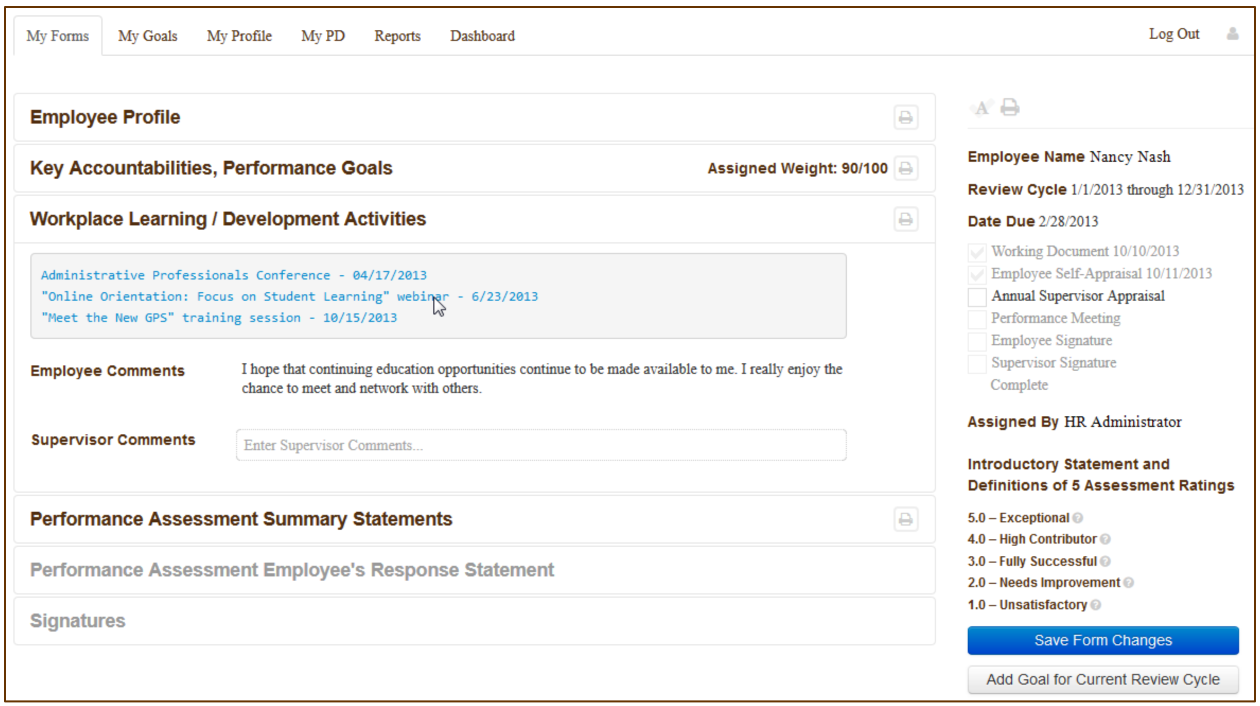
[**C**] In most cases, the **Progress and Outcomes** field will contain content entered by the employee during self-appraisal. However, this field is editable by the supervisor during the **Annual Supervisor Appraisal** step. Supervisors may add factual details regarding the employee's performance of a particular key accountability, performance goal, or special project/assignment.

[**D**] Use the scroll bar to move down through the key accountabilities and goals. Previously assigned goals for the current review cycle should have been added by the employee during the previous steps. If not, the supervisor can add them now. Simply click the **Add Goal for Current Review Cycle** button to open a **Goal Detail** window. Progress and outcomes content and comments can continue to be added in the next step.

[**E**] Confirm that the assigned weights add up to 100 percent. Review and adjust goal weights, as needed to equal 100 percent.

[**F**] Goal weights cannot be adusted directly in the form. Click on the accountability or goal statement (appears in blue text) to open the **Goal Detail** window for that particular item. Enter the appropriate weight for the item and save. This field accepts whole numbers only.

IF the employee entered training or other development activities into the form during the **Employee Self-Appraisal** step, the supervisor will be able to expand and review the **Workplace Learning/Development Activities** section.



Documented activities appear in blue text, indicating a link. Click on any of the activities in the list and the **Goal Detail** window for that activity will appear where you can see additional details that may have been provided by the employee.

Employee comments, if any, will be visible in this section.

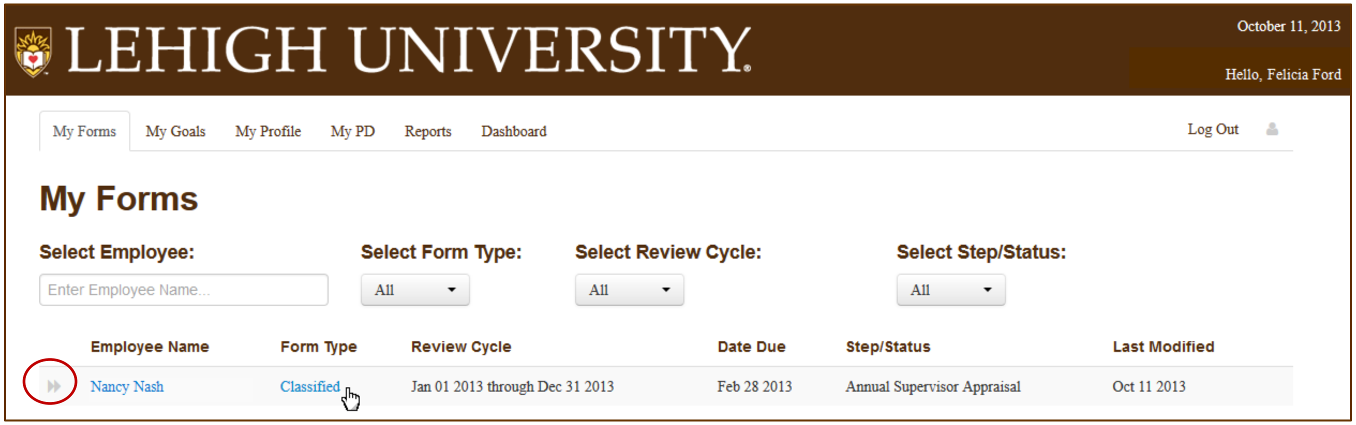
Supervisors may add their own comments, if desired.

No weightings are assigned to training/ development activites and no ratinings are given.

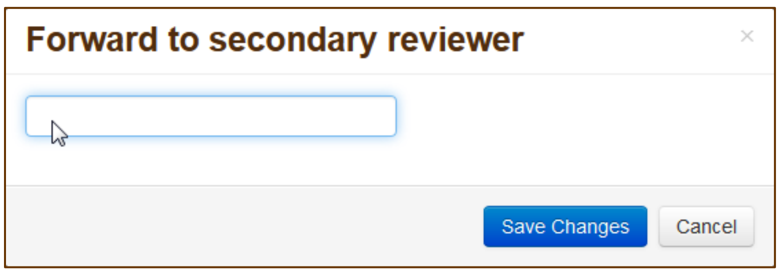
Secondary Reviewers

While the form is in the **Annual Supervisor Appraisal** step, supervisors have the option of sending the form to a secondary reviewer.

On the **My Forms** tab, listed forms that are in **Annual Supervisor Appraisal** step will have a small double arrow to the left of the **Employee Name**.



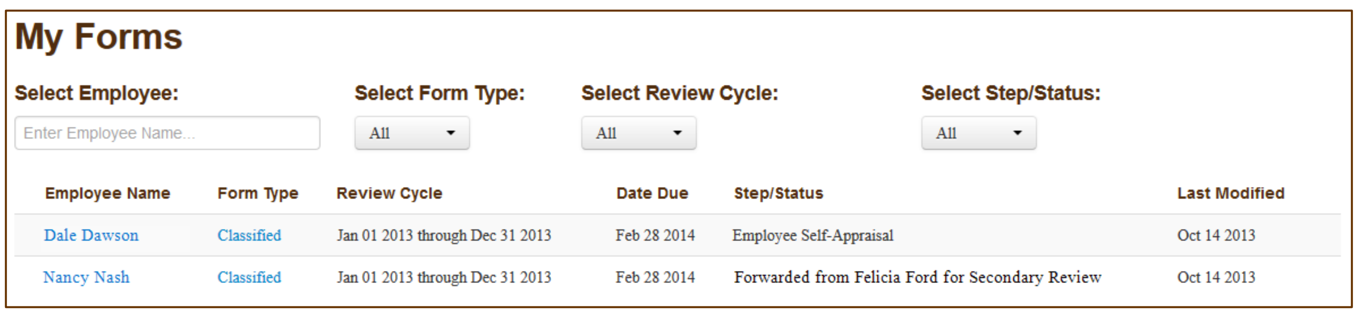
Clicking on this icon brings up a pop-up window in which the supervisor can select a secondary reviewer within the GPS system:



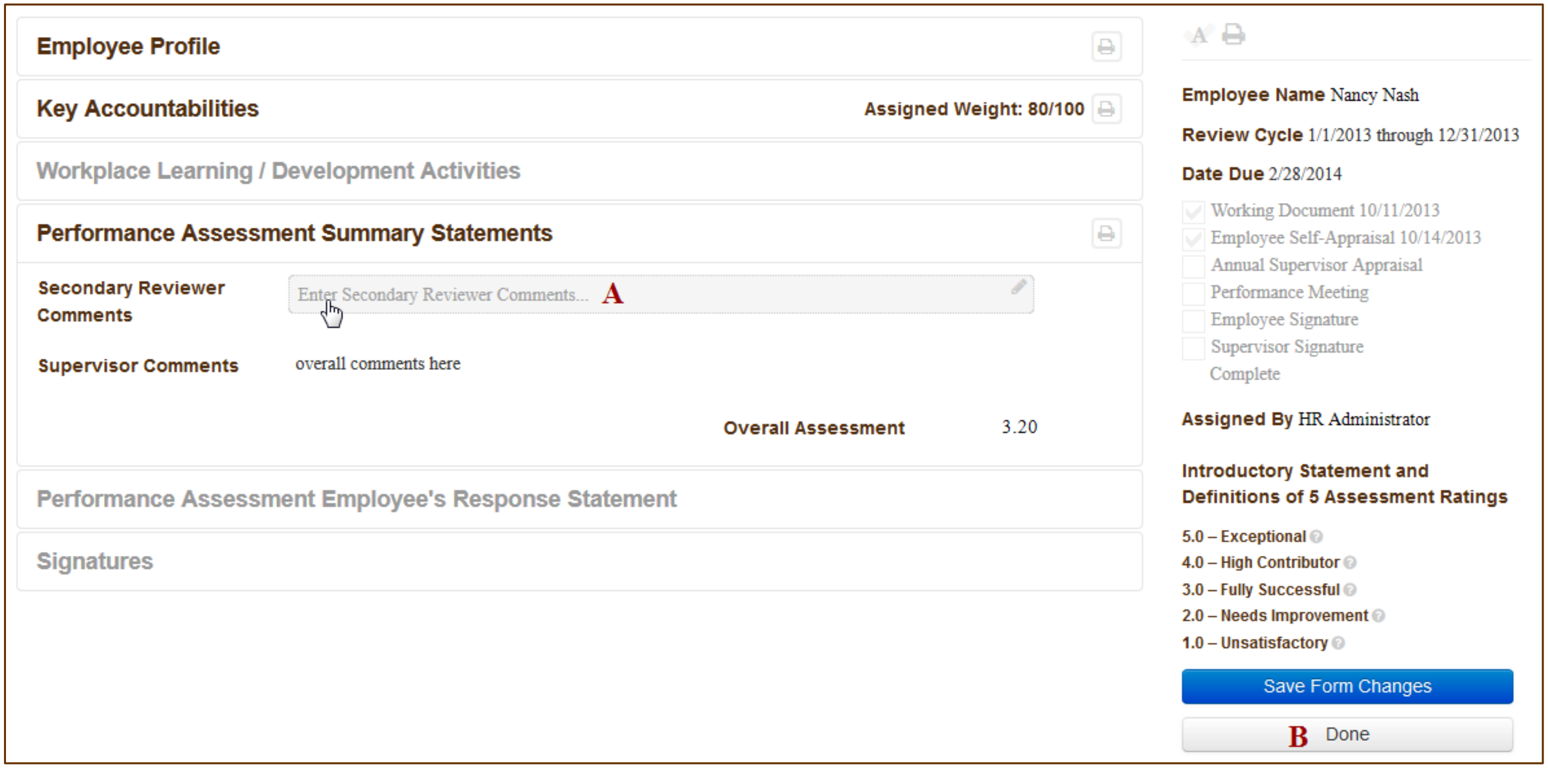
Upon saving, the "Classified" text under **Form Type will** become grayed out (not accessible) and the form **Step/Status** will change to "Assigned to Supervisor's Name for Seconday Revew" in the primary supervisor's **My Forms** list.

Concurrently, the form will now appear in the **My Forms** list of the secondary reviewer:

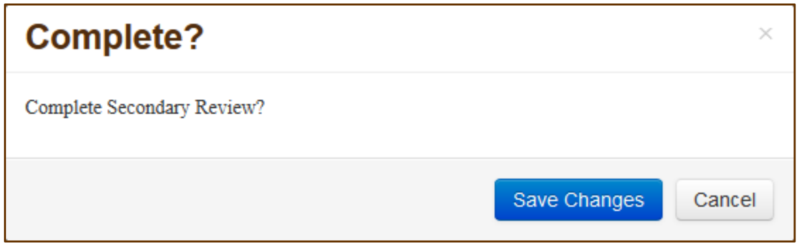
The form may be sent to other secondary reviewers, but only one at a time, after the form is returned from each previous reviewer.



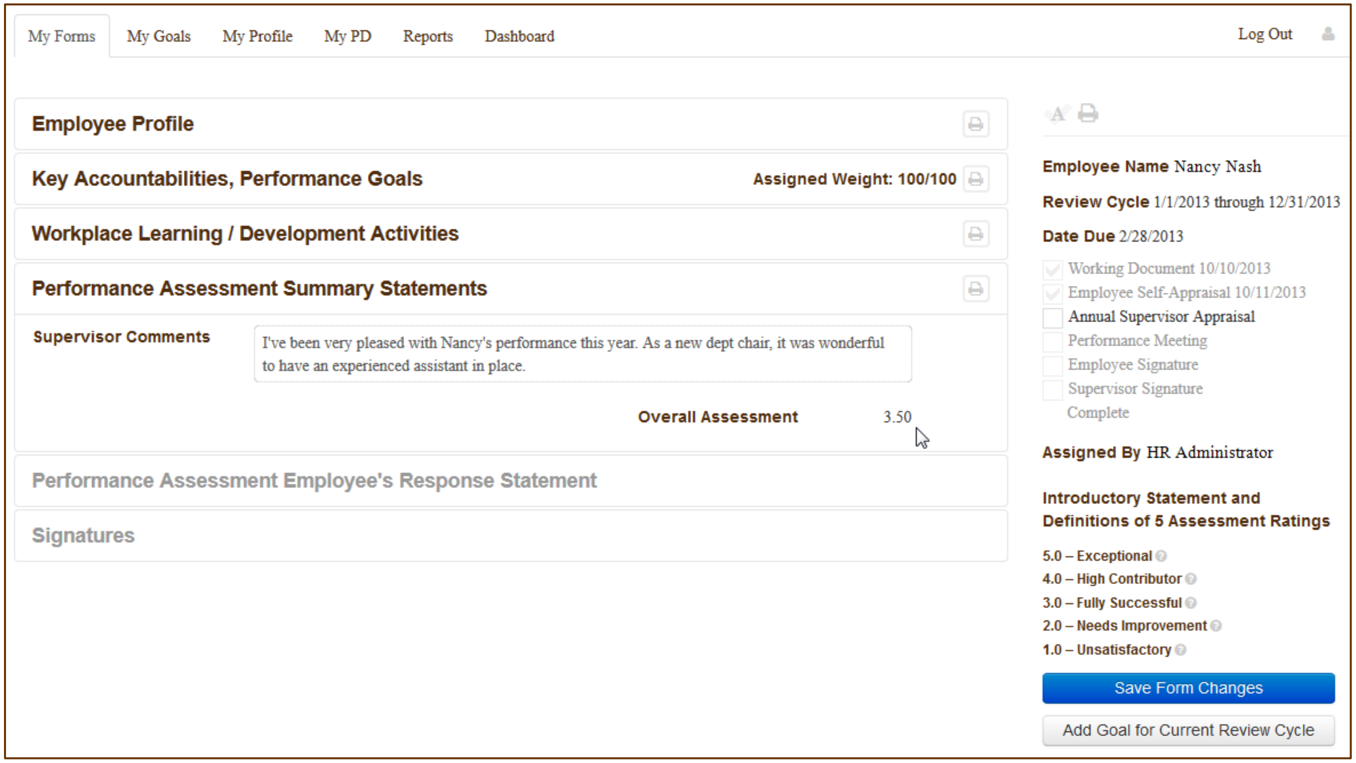
Secondary reviewers, upon opening the form, have read-only access to the **Key Accountabilities, Performance Goals** section. Although they cannot comment on individual key accountabilities or goals listed therein, they can provide overall comments in the **Performance Assessment Summary Statements** section [**A**]:



Once the secondary reviewer completes his/her comments, the reviewer clicks on the **Done** button [**B**]. A pop-up windown will appear to confirm completion. Select **Save Changes** and the form disappears from the **My Forms** list of the secondary reviewer and returns to **Annual Supervisor Appraisal** status in the **My Forms** list of the primary supervisor.



In the **Annual Supervisor Appraisal** step, the last section that supervisors can expand and view is the **Performance Assessment Summary Statements** section.



This section provides space for the supervisor to enter comments regarding the employee's overall performance during the review cycle.

The overall assessment rating also appears. This is calculated as a weighted average using the ratings multiplied by the assigned goal weights.

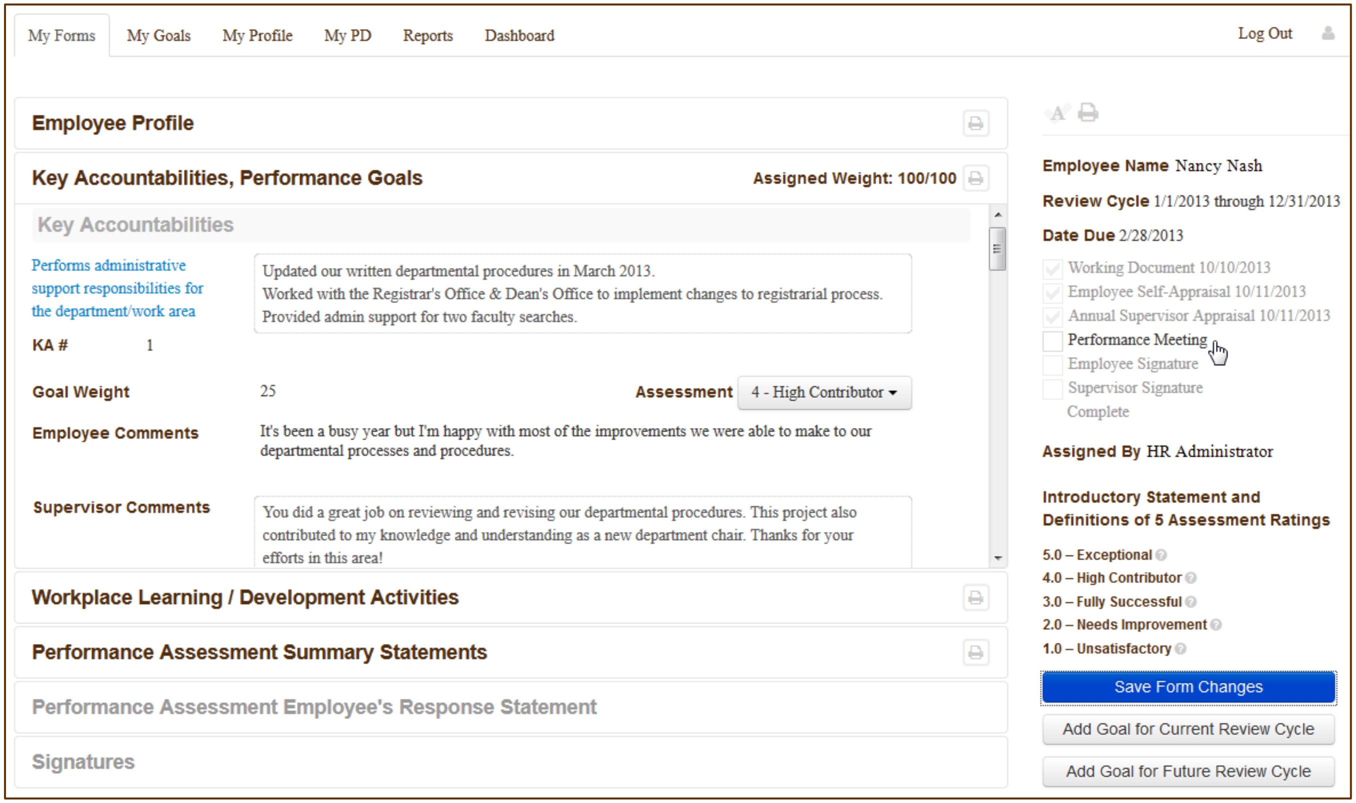
If the overall assessment is not as expected, the supervisor should revisit the **Key Accountabilities, Performance Goals** section and confirm that all items have appropriate goal weights and ratings and that the combined goal weights add up to 100 percent. Make adjustments as necessary.

Once the supervisor is satisfied his/her comments, weightings, and ratings, the **Annual Supervisor Appraisal** step can be marked complete by clicking the checkbox in the process checklist along the right side of the form. A confirmation pop-up window will appear. Click "Yes" to proceed and the form moves to the **Performance Meeting** step. Form notifications are sent to the employee's and supervisor's email inboxes.

The form will remain visible on the supervisor's screen and may be closed by clicking on the **My Forms** tab heading again.

Performance Meeting Step

The **Performance Meeting** step is a shared step – i.e., both the employee and supervisor can access the form.



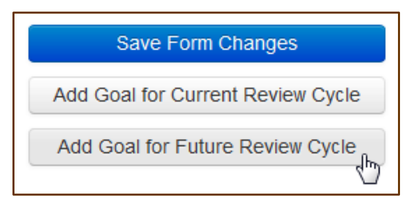
In the employee view, supervisor comments and assessment ratings become visible.

Now is the time for the supervisor to schedule a formal performance meeting with the employee. The purpose of the meeting is to discuss performance results for the current review cycle and to establish expectations for the next review cycle.

Employees should review their supervisor's comments and ratings (as well as any adjustments made to the weightings) in preparation for meeting with the supervisor.

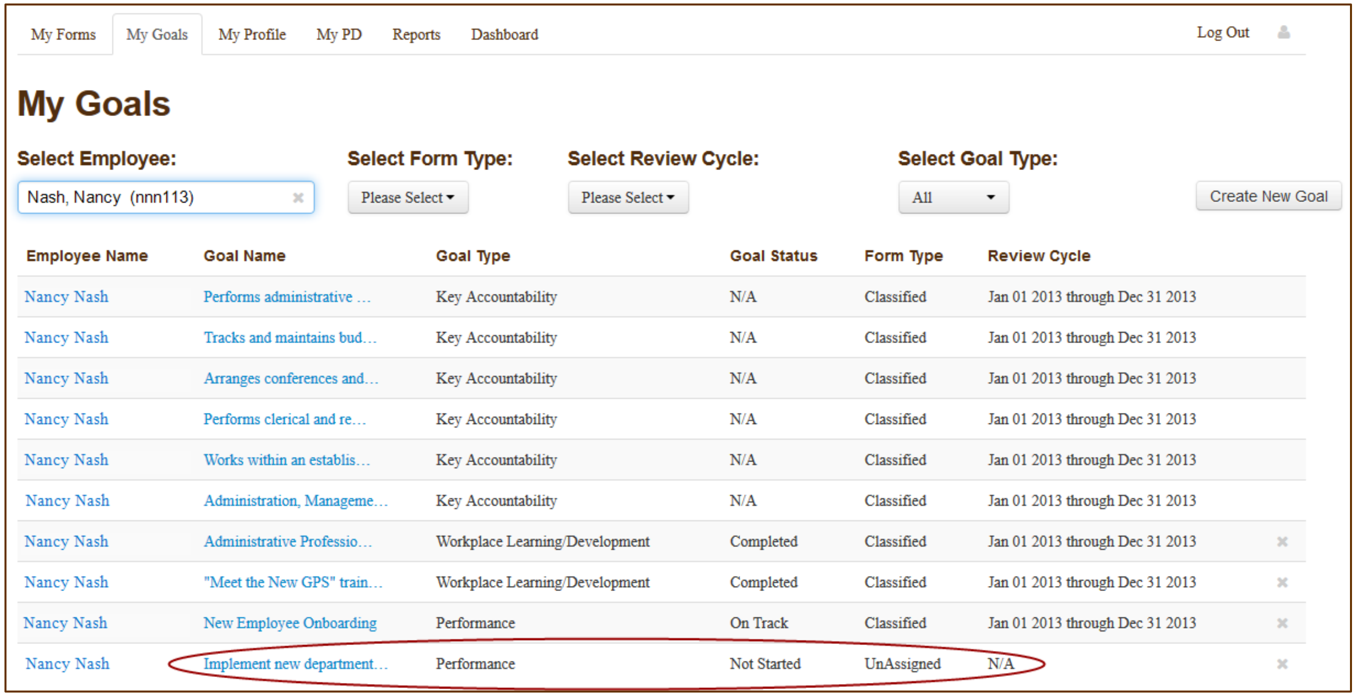
During the performance meeting, the supervisor and/or employee may decide that addition information should be added or some content revised. All fields remain editable in the **Performance Meeting** step. However, employee comments may be edited only by the employee and supervisor comments may only be edited by the supervisor.

For the purposes of setting goals and assigning projects for the next review cycle, an **Add Goal for Future Review Cycle** now appears to the bottom right of the form screen. Clicking on this button will open up a new **Goal Detail** window where a performance goal, special project/assignment, or workplace leairning/



developmnt goal may be established. Only the goal statement, objectives, and goal type need to be specified at this time. Support activities, status updates, and weights may be entered at a later date.

Future goals will not show up in the current appraisal form. However, they will appear as "unassigned" goals in the **My Forms** tab:



Employee Name	Goal Name	Goal Type	Goal Status	Form Type	Review Cycle
Nancy Nash	Performs administrative ...	Key Accountability	N/A	Classified	Jan 01 2013 through Dec 31 2013
Nancy Nash	Tracks and maintains bud...	Key Accountability	N/A	Classified	Jan 01 2013 through Dec 31 2013
Nancy Nash	Arranges conferences and...	Key Accountability	N/A	Classified	Jan 01 2013 through Dec 31 2013
Nancy Nash	Performs clerical and re...	Key Accountability	N/A	Classified	Jan 01 2013 through Dec 31 2013
Nancy Nash	Works within an establis...	Key Accountability	N/A	Classified	Jan 01 2013 through Dec 31 2013
Nancy Nash	Administration, Manageme...	Key Accountability	N/A	Classified	Jan 01 2013 through Dec 31 2013
Nancy Nash	Administrative Professio...	Workplace Learning/Development	Completed	Classified	Jan 01 2013 through Dec 31 2013
Nancy Nash	"Meet the New GPS" train...	Workplace Learning/Development	Completed	Classified	Jan 01 2013 through Dec 31 2013
Nancy Nash	New Employee Onboarding	Performance	On Track	Classified	Jan 01 2013 through Dec 31 2013
Nancy Nash	Implement new department...	Performance	Not Started	UnAssigned	N/A

While it is recommended that supervisors and employees discuss future goals and projects during the performance meeting, future goals do not have to be entered at this time… they may be added later, after the current appraisal form is closed. Use the **Create New Goal** button at top right of the screen in the **My Goals** tab to add goals throughout the year.

Supervisors can also remove goals (but not key accountabilities), if needed, by clicking the X that appears to the far right of each goal listed in the **My Goals** tab.

Once the **Performance Meeting** step has been accomplished, supervisors can move the form to the **Employee Signature** step. Only supevisors can move the form forward to the next step. A form notification will be sent to the employee's email inbox.

***Warning:** At this point, if the assigned goal weights equal more or less than 100 percent, the supervisor will receive an error message if s/he attempts to complete the Performance Meeting step. The cumulative sum of the assigned weights must equal 100 percent in order for the form to move forward.*

Employee Signature Step

When the form moves to **Employee Signature** step, the form becomes "read only" except for two sections that are now available in the employee's view: the **Performance Assessment Employee's Response Statement** and the **Signatures** section (employee signature only).

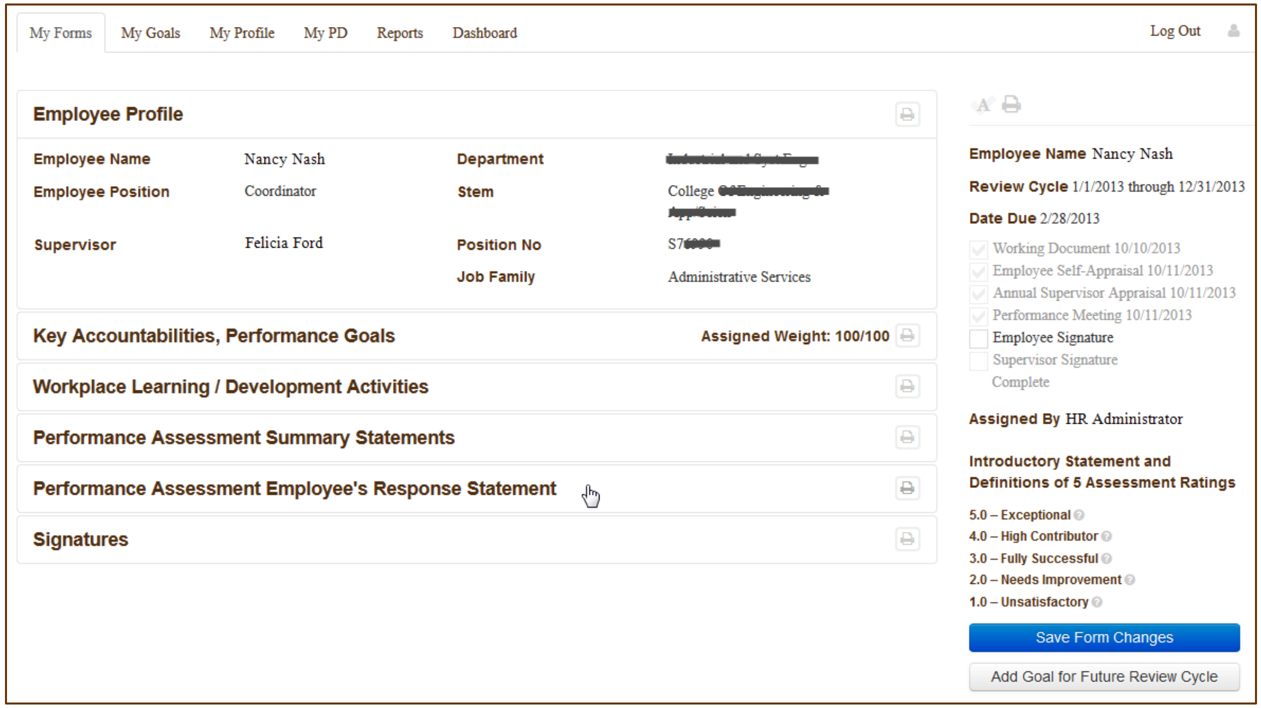
The form is opened by the employee by clicking on the link from the **My Forms** tab.

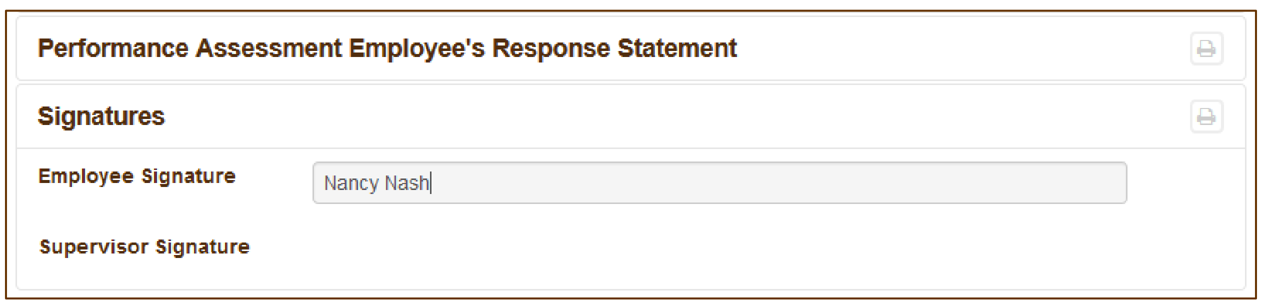
After opening the form, click on the **Performance Assessment Employee's Response Statement** heading to expand this section.

This section provides an opportunity to add overall comments in response to the performance appraisal you received and/or the performance meeting that was conducted.

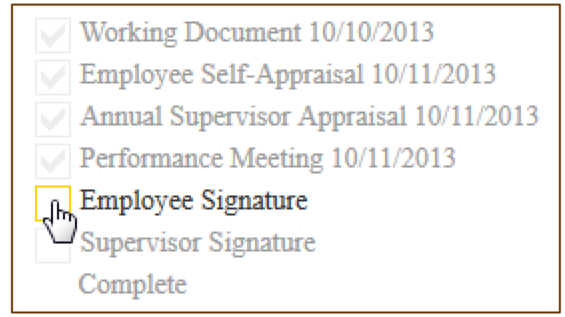
Once final comments have been entered, click on the **Signatures** heading to collapse the previous section and expand the last section.

Type in your name in the **Employee Signature** field.





Note: *Entering your name in the employee signature field serves only to document that you have reviewed the appraisal and discussed it with your supervisor. It does not necessarily imply that you either agree or disagree with the evaluation.*



Once you have entered your name in the **Employee Signature** field, you can mark this step complete by clicking the checkbox in the process checklist to the right of the form. Only the employee can move the form from **Employee Signature** to the final process step.

A form notification will be sent to the supervisor's email inbox.

Supervisor Signature Step

The supervisor opens the form from the **My Forms** tab.

The form continues to be "read only" when it moves to the **Supervisor Signature** step.

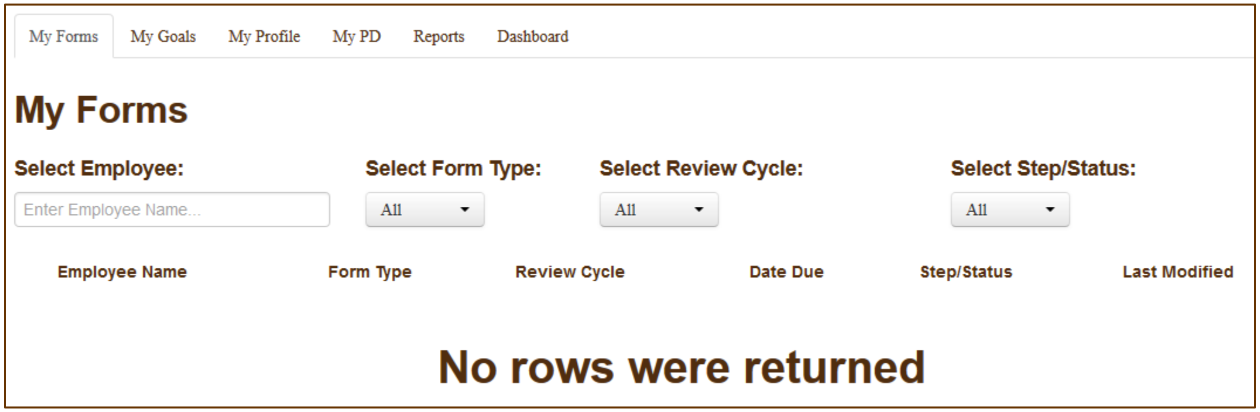
The supervisor can open the **Performance Assessment Employee's Response Statement** and read any final comments entered by the employee before clicking on the **Signatures** heading to collapse the previous section and expand the last section.

The supervisor types in his/her name in the signature field.

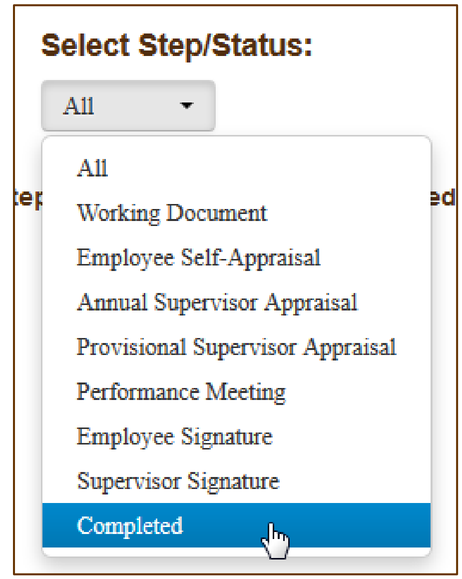
The supervisor then completes the the **Supervisor Signature** step and finalizes the appraisal form by clicking the last box in the process checklist to the right of the form.

Warning: *Be sure the form is truly ready for completion before checking off the* ***Supervisor Signature*** *step! Once the* ***Step/Status*** *of the appraisal becomes "Complete," the form can NOT be returned to a previous step. It also cannot be deleted from the system.*

Upon completion, the form disappears from view within the **My Forms** tab in both the employee's and supervisor's screen:

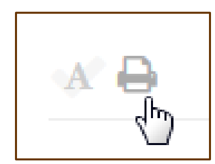


Either the employee or supervisor can locate the form again by using the **Select Step/Status** filter.



Selecting "Completed" from the drop down field will regenerate the **My Forms** list to show completed forms only. The form may be opened in "read only" mode by clicking on the **Form Type** link.

When the completed form is opened, the print icon at the top right of the form can be used to print the entire form. The print icon also appears in each section to print just that portion of the form. After selecting the print icon, a message will pop up asking if you want to include section text to appear. A print preview window then opens (it may take several seconds) from which you can use your browser's file menu to print, save as a pdf, or email the form/form section to someone.



NEED ASSISTANCE?

Within the HR Offices, several people have been designated as HR Administrators for the new GPS Tool. Contact any of the following people with your questions or requests for assistance:

- Linda Parks 85195 lip3@lehigh.edu
- Mary Ann “Mac” Cahalan 83698 mac306@lehigh.edu
- Alice Sikorski 82789 ams404@lehigh.edu