Annual Performance Assessment Process

Reviewer Guide
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**Performance Assessment Introduction**

Performance planning and assessment is an ongoing process of communication between managers and their staff. The process involves a proactive planning component at the beginning of the performance year; ongoing feedback and coaching during the year culminating with a performance assessment at the end of the review period.

The performance assessment process at the University is designed to be a two way exchange of information. The intention of the performance assessment is to provide Employees with an understanding of their annual accomplishments and areas which require development through the use of a standard rating system.

**Performance Assessment Process**

The Performance Assessment process has 5 core steps that facilitate a review and discussion with an employee about their performance of goals and responsibilities.

- **Step 1:** The employee documents their accomplishments and progress over the review period.
- **Step 2:** The manager rates the employee’s performance in relation to applicable positional competencies and operational objectives.
- **Step 3:** Divisional Management and HR review all assessments to ensure equity and consistency.
- **Step 4:** The manager meets face to face with employee to discuss the performance assessment and overall rating.
- **Step 5:** The employee confirms they have received their assessment and...
Reviewer Responsibilities during the Performance Assessment Process

The Reviewer plays a key role in facilitating the Performance Assessment Process. They initiate the process of establishing annual goals and objectives, and confirming expectations appropriate to the responsibilities of the staff member’s position.

During the year, the Reviewer observes the performance of their direct report(s), and provides periodic feedback to Employees on their progress toward the achievement of the established goals and objectives by identifying any obstacles or changes to the goals along the way. The Reviewer provides advice, training, support, and other assistance as needed throughout the review period to enable the staff member to perform to their full potential.

To complete the Performance Assessment, Reviewers will use Halogen Performance.

Once the review period has ended, the Reviewer assesses the Employee’s performance by completing Part B: Values & Competencies Summary of the Performance Assessment form.

In addition to facilitating the entire Performance Assessment process, Halogen performance also acts as an online repository to keep track of Employee’s goals / objectives, development plans, and any feedback / notes (with respect to accomplishments), as well as assessments provided by Reviewers during the assessment period all year long.

Reviewers will be responsible for completing the appropriate sections within Part B of the Performance Assessment form online. Prior to completing the form, please review the following:

- Review mandatory core values and identify whether the employee ‘meets expectations’ or ‘does not meet expectations’.
- Review the competencies that were identified as relevant to the role / individual and if any were given more weight than others.
- Reaquaint yourself with the stated goals/objectives and performance expectations as defined at the outset of the review period.
- Understand the organizational rating scale and indicate the performance ratings for each relevant competency as well as the overall performance rating.
- Be objective and have quantitative/qualitative facts. Contact people identified as being able to provide additional perspective on the employee’s performance.
- Provide details in the applicable comments sections on how you rated core and job specific competencies.
- Provide an overall comment that supports the final rating of performance.
Reviewer Assessment Part B: Walkthrough of the Online Assessment Form

Getting Started

Where to go to find support resources as well as the login link to Halogen Performance?

All documentation, resources, login button and support contact information for the Performance Assessment process and Halogen Performance can be found at: 
http://pay.hrandedepmt.utoronto.ca/performance-pm-c/

Please note: Access to Halogen Performance has been designed to work best with the following browsers

- Windows: MS Internet Explorer 9, 10, and 11 (certified)
- Windows: Firefox 5.0+
- Windows: Chrome
- Mac OS X: Firefox 5.0+
- Mac OS X: Safari 5.0+
- Mac OS X: Chrome

Login

Please login to Halogen Performance using your UTORid and password at:
Completing the Online Assessment Form of Your Direct Report

The Home Screen

Upon logging into the Halogen software you will be presented with the Home screen. The My Tasks section will list all outstanding tasks awaiting completion.

All tasks will be displayed in this section. For ease of use, tasks are coded in the first column with one of the following graphic indicators found in the legend below.

Legend: ⚡ Overdue  ○ My To-Do  🔄 Sent for Review  ⏹ Not Ready  ✔ Completed

You will only have to act on the task types that have the indicators:

○ My To-Do  & ⚡ Overdue
Completing the Performance Assessment Form

Once Employees have completed their Activity Reports and submitted them, you will have a task to complete called Reviewer writes employee assessment:

- Reviewer writes employee assessment (1 To-Do)

Click on the Reviewer writes employee assessment link to act on this task.

You will be presented with a screen similar to the screenshot below.
- Once you have identified the assessment that needs to be completed, click on the Review & Edit link to take you to the Performance Assessment Form.
Navigating the Online Assessment Form

Once you have clicked on the Edit Assessment link, you will enter the Annual Performance Assessment form. Reviewers will be required to complete all applicable sections in Part B: Values and Competencies Summary.

The form window has two sections:

- Right Side - The main (scrollable) form
- Left Side - The form navigator

You can navigate to a specific section by clicking on the respective section headings found in the Form Navigator on the left hand side of the form OR by using the scrollbar on the right hand side of the form window.

Tips! You can type directly or cut and paste your comments into the text boxes. Any text pasted from other source documents will be pasted as plain text and will not carry any formatting.
What are the Sections in Reviewer Section Part B - Values & Competencies Summary?

The sections of Part B allow you to assess the Employee by rating key accomplishments in relation to the previously agreed objectives/goals, providing feedback on achievements over the review period. The Chart below provides more details with respect to content required for each section.

<table>
<thead>
<tr>
<th>Section</th>
<th>Content Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Values</td>
<td>Please indicate whether the Employee has met or not met the expectations as described by the Core Values of Equity/Diversity/Inclusivity and Accountability/Business Integrity.</td>
</tr>
<tr>
<td>Competencies</td>
<td>Review the competencies listed and select four to six relevant competencies that apply to the individual and position being assessed. Once selected, rate the relevant competencies using the Competencies Worksheet. (Note: The Leadership (PM) /Supervision (Conf.) competencies are mandatory for any positions that supervise and/or manage staff.)</td>
</tr>
<tr>
<td>Core Values and Competencies Comments</td>
<td>Provide comments to support your ratings with respect to core value and applicable competencies.</td>
</tr>
<tr>
<td>Accomplishment Comments</td>
<td>Provide comments specific to accomplishments in relation to previously stated goals and objectives. Incorporate comments with respect to any additional feedback from others obtained as part of the process.</td>
</tr>
<tr>
<td>Overall Comments and Performance Rating</td>
<td>Provide overall comments specific to job performance that supports your overall performance rating score. Please note this information is used to support your recommended rating at the Divisional Review.</td>
</tr>
</tbody>
</table>

**Tips!** Anytime in the process you can save your data and return to it later. When you are satisfied with your comments you can submit your form for Divisional review. Please ensure that you have discussed your recommended ratings with your Manager prior to submitting them to the Divisional Review.
Can I get additional feedback from a colleague prior to finalizing and submitting Part B?

If you would like to send your draft version of the review out to a colleague for further input (e.g. send to: your manager, a member of the project team, etc.) you can select the **Send for Additional Comments** button and select the person you would like to send it off to.

The individual you send the form to will be able to provide annotations to the form and send it back to you. The annotations your colleague provides are designed to be private, and will automatically be **deleted** once the assessment is approved at the Divisional HR stage of the process. Therefore, if you would like to incorporate the annotations into your review, you will need to copy and paste the content into Part B of the form.

(Note: Individuals providing additional comments cannot edit the content of the form, only annotations are permitted.)

**Tips!** Anytime in the process if you have sent an assessment form off for additional comments, you can **recall** it at any time.

Do I have access to the online form after the form is submitted?

Once submitted the online assessment form is with your local HR office for the Divisional Review. The Reviewer has access to the PDF version of the assessment, but will not be able to make further updates to the form.
**Annual Performance Assessment Process – Reviewer Guide**

*Tips!* If you have submitted an assessment form accidentally or need to add more information, please contact your Divisional HR office to have them return the form to you so you can make those edits.

**What’s the status of your direct report’s assessment?**

Once submitted, the online assessment form will be routed to your local HR office for the Divisional Review. At any time in the process you can check the status of your direct report’s appraisal by clicking on the status link found in the **My tasks** section:

![Task Status](image)

![Assessment Tasks](image)

![Step Status](image)
Once the assessment is approved by Divisional Review

Once the assessment is approved by the Divisional Review, you will meet with your direct report(s) to go over the assessment and ratings. Once the face to face meeting has been held, you can release the completed and approved online assessment form to your Employee(s) for their final comments by clicking on View Assessment:

Review the form, and click on Reviewer Met with Employee to release the form to your direct report.

In cases where changes are required by the Divisional Review, the HR Office will return the online form back to the Reviewer for further updates. Please ensure you work closely with your Divisional HR Office should this occur.
How to View Your Direct Report’s Previous Performance Assessment(s):

Click on **My Employees**, and then click on the numbers under Performance Assessments that correspond with the employee you are trying to view:

You will be presented with a list of all past assessments the employee has completed in Halogen:

```
My Employees > Joe zz-halogenEmployee

Past Assessment

Past Appraisal

APs Goal Setting Test_AC v1
Test 1 - RA/SRA 2015
```
Using the Report Center to Run Reports

1. Overall Rating - Divisional Review Report

   a. Select the “Reports” tab
   b. Look for “Score Report” & under Actions click on icon “Edit report”.
   c. Click on icon for selecting “View List Only”
   d. In the drop down menu Show – select for “Section Score”
   e. Click on ‘Add Filters’; under Process Filters select “Process Title”.

![Image of the Report Center interface with selected options highlighted]

File Edit View Favorites Tools Help

Suggested Sites Performance Assessment Halogen Software Web Slice Gallery

Reports → Score Report

Filters Related Reports

Show:

Section Score

Add Filters

Process Status
  Open
Status
  Active
Subject Completed Status
  Yes

Process Filters
  Process Title
  Process Type
Process Start Date
  Process End Date

Employee Filters
  Score Filters
  Form Filters
  Evaluation Filters
f. Select the appropriate process title from the options.

![Add Filters](image)

- Process Title
  - Test 7 - HR Demo
  - Test 9 - Final (HF)


g. Repeat step ‘e’, under “Form Filters” select “Section Title”

h. Click on edit filter and type “Overall comments and Performance Rating” and select the option.

![Add Filters](image)

- Overall Comments and Performance Rating
- Reviewer/Manager Overall Assessment Committee
- Advanced Search...

i. Process Status should state ‘Open’ and Status should state ‘Active’

j. Click on the ‘X’ beside any other selection criteria to remove it

k. To generate the report click on the icon

l. Your report criteria should look like something below.

m. Click on the save icon and name the report ‘Overall Rating - Divisional Review’.
2. Status Review Report

A report that provides details related to the progress of employees and steps within one or multiple processes.

a. Select the “Reports” tab
b. Look for “Status Report” & under Actions click on icon "Edit report”.
c. Click on icon for selecting “View List Only”
d. In the drop down menu Show – select for “Status by Step” or “Overall Status”
e. You can click on ‘Add Filters’, for additional filters to refine the report if needed.
f. To generate the report click on the icon.

g. Your report criteria should look like something below.
h. Click on the save icon and name the report ‘Status review report’.
Timelines for Completion

To assist Employees and Reviewers in completing the performance assessment, the online tool contains all relevant task deadlines. Timelines are also posted on the Performance Assessment page of the HR & Equity website at http://pay.hrandequity.utoronto.ca/performance-pm-c/

Automatic notifications will be sent to Reviewers via their utoronto email with reminders prior to deadlines and for any overdue tasks that require attention.

Support Tools and Resources

To assist you with the performance assessment process review the resources at Performance Assessment webpage at: http://pay.hrandequity.utoronto.ca/performance-pm-c/

Help with Halogen can be found at: http://pay.hrandequity.utoronto.ca/performance-help/

Where to Get Help

What if my Direct Reports are incorrect? The Halogen software uses positional based workflows which are captured in HRIS. Any information that is not current or that requires modification should be directed to your Divisional HR Office for correction.

For any non-technical questions, or if your reporting relationship is incorrect, please contact your Divisional HR Office.

For technical difficulties only, please send your enquiry to compensation.hr@utoronto.ca