Performance Appraisal Job Aid for Managers

To log in to the form site, go to http://managers.hr.columbia.edu/managing-performance

If you experience any technical issues in completing this course, please contact the HR Service Center. You can log an incident or request a service by using a self-service web form, or you can contact the HR Service Center by phone: (212) 851-2888 Monday, Tuesday, and Thursday, 9:00 am – 5:00 pm; Wednesday 9:30 am – 5:00 pm; Friday 9:00 am – 4:00 pm.

Click the link for Columbia University Performance Appraisal Form

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Log In:
Enter your UNI.
Enter your password.
Click Log in.

Staff Appraisals:
Click My Staff to do appraisals for your staff.

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Staff Appraisals:
1. Click Add Staff Appraisal.
2. Enter the UNI of the staff member for which you are creating an appraisal.

You must do each staff member, this builds a list in the My Staff column.
Start the Form:
1. Click open to start the appraisal.

Other features:
- Click the trash can icon to delete a name from your list.
- Click the green & orange arrow transfer button to assign the appraisal to a different manager.
- Click the envelope to send a view only link of the appraisal to someone else. (one level up, HR, etc).

Build the form:
Name, Manager and Title fields will auto populate.
Enter any missing staff member information.
1. Grade
2. Review Period (for example FY08)
3. Date of Review (for example May 15, 20xx)
### SUMMARY OF JOB DUTIES AND RESPONSIBILITIES

Use the + sign to begin, and click the + sign to add each individual job duty. Use the × sign to delete. You can enter a maximum of 5.

Please insert 3-5 of the major duties or responsibilities of this position. Click + to begin.

<table>
<thead>
<tr>
<th>Job Duty or Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

### GOALS

Use the + sign to begin, and click the + sign to add each individual job duty. Use the × sign to delete. You can enter a maximum of 5.

List a maximum of 5 for the annual review period. Click + to begin.

<table>
<thead>
<tr>
<th>Goals (Outcome)</th>
<th>Key Actions, Measures of Success &amp; Timeframe</th>
<th>Actual Results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### PERFORMANCE ATTRIBUTES

Use the + sign to begin, and click the + sign to add each individual attribute. Use the × sign to delete. You can enter a maximum of 5.

Click here for the Performance Attributes Job Aid. Click + to begin.

<table>
<thead>
<tr>
<th>Attribute</th>
<th><strong>Click Above to Select</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Definition</th>
<th><strong>Click Above to Select</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Key Actions</th>
<th><strong>Click Above to Select</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>(Please note you can add/edit text as required)</th>
<th><strong>Click Above to Select</strong></th>
</tr>
</thead>
</table>

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**Build the form:**

**Job Duties**

Use this section to identify 3-5 of the major duties or responsibilities of this position. (You may instead attach a job description to the final printed form)

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**Build the form:**

**Goals**

1. At the beginning of the review period list 3-5 major goals for the year with clear Outcome, Measurement and Timeframes for each.
2. Use the Actual Results section to record the actual performance on the goals at the end of the review period.

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**Build the form:**

**Performance Attributes**

1. Use this section to add up to 5 performance attributes.
2. Click the down arrow next to Attribute and select from the list.
3. The Definition and Key Actions fields will automatically populate based on your choice.
**PERFORMANCE ATTRIBUTES**

Use the + sign to begin, and click the + sign to add each individual attribute. Use the × to delete. You can enter a maximum of 5.

Click [here](#) for the Performance Attributes Job Aid

**NOTE**: The text in the Key Actions field is editable as required.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adaptability</td>
<td>Maintain effectiveness when experiencing major changes in work tasks or the work environment; adapts effectively to work within new work structures, processes, requirements, or cultures.</td>
</tr>
</tbody>
</table>

**Key Actions** (Please note: you can add/edit as required)

- Tries to understand changes - Tries to understand changes in work tasks, situations, and environment as well as the logic or basis for change; actively seeks information about new work situations.
- Approaches change or novelty positively - Tackles change and new situations as opportunities for learning or growth; focuses on the beneficial aspects of change; speaks positively about the change to others.
- Adjusts behavior - Quickly modifies behavior to deal effectively with changes in the work environment; readily tries new approaches appropriate for new or changed situations; does not persist with ineffective behaviors.

**OPPORTUNITIES FOR DEVELOPMENT IN CURRENT ROLE AND CAREER**

Use the + sign to begin, and click the + sign to add each individual job duty. Use the × to delete. You can enter a maximum of 6.

<table>
<thead>
<tr>
<th>Areas to be developed</th>
<th>Activity (training, coaching, etc.)</th>
<th>Timing</th>
</tr>
</thead>
</table>

1. Use this section to add up to 5 development areas for your staff.
2. Add activities related to the development area (training or coaching).
3. Add timing for each.

**OVERALL RATING**

Select the overall rating by clicking the text for the rating.

1. You may de-select the rating by clicking the text again.

- Exceeds Expectations: Performance was clearly superior, consistently exceeded the expectations and the requirements of the position.
- Meets Expectations: Performance met the expectations and the requirements of the position. Meets the high performance standards of the School or Department.
- Needs Improvement: Performance was inconsistent with regard to the expectations and the requirements of the position. Steps must be taken to further develop targeted areas which will improve overall performance.
- Does Not Meet Expectations: Performance was below standard with regard to the expectations and the requirements of the position. Steps must be taken to improve overall performance.
- Staff Member is on informal performance plan.
Build the form:

**Overall Comments**

Make any overall comments as necessary.

**Saving & Closing the form:**

- **Click** Save Draft to come back and complete the form at a later time.
- **Click** Save & Release to Direct Report for Review to allow your staff to see the form.
- **Click** Finalize & Print to finalize the appraisal.
- **Click** Print Draft to print a draft of the appraisal.

**NOTE:**
The physical printed form is the official copy.
Printing:
Click the Finalize & Print button at the bottom of the screen

This will print a paper copy of the appraisal
Keep it for your records

The printed copy is the official copy

Archiving:
To archive the appraisal, you must return to the Manage Users page.
Scroll to the top of the screen and click Manage Users.

Archiving:
Click the archive link under Appraisal status, the name will disappear from your My Staff column so that you can start a blank new appraisal for that same staff person by clicking Add Staff Appraisal.
View Archives

To view the archived appraisals, click the Archived link.

Archived Appraisals:

You have two choices under Appraisal Status, click View for a view only version of the appraisal.

Click Re-open to copy the appraisal into a new form.

Clicking re-open copies the contents of the archived appraisal to a new form and returns you to the active appraisal list.
Other Features:
The far left column of the home page provides three buttons for each appraisal.

- Use the trash icon to delete the appraisal.
- Use the arrow icon to transfer the appraisal to a different manager.
- Use the envelope icon to send a view only copy to a third party.

Transfers:
When one of your staff moves to a different manager, it's necessary for you to transfer their appraisal, complete or not, to the new manager.

Click the transfer button to start this process.
Transfers:
Enter the UNI of the new manager and click Transfer.

The staff person and the new manager will both receive emails notifying them of the transfer.
Process for Using the Form for Final Appraisal at End of Review Cycle

1. Manager conducts meeting(s) to have conversation with staff members about performance on previously stated goals.
2. Manager logs in and completes one Performance Appraisal for each staff member following instructions on pages 1-4 of this job aid.
   a. OR staff logs in and completes their own appraisal and releases it to the manager for review.
3. When manager is finished with the appraisal and has had all necessary conversations with staff, he/she releases appraisal for review to staff member.
   **PLEASE NOTE:** It is not required to assign a final overall performance rating at this stage.
4. Manager notifies staff member of completed appraisal, staff member logs in to their appraisal, reviews and makes any necessary comments or changes.
5. Staff member can save draft or release back to the manager for final review.
6. When released back to the manager, the staff member lets the manager know.
7. Manager logs in to finalize the appraisal and assign a final performance rating.
8. Manager clicks finalize and print and prints the appraisal.
9. Manager signs the appraisal.
10. Staff member signs the appraisal.
11. If needed, Senior level signature and one “Other” signature lines are available. (for example HR)
12. Manager files paper copy of appraisal.

Process for Using the Form for Goal Setting at Beginning of Review Cycle

1. Manager meets with staff members to discuss goals for the year.
2. Manager has option to share the Performance Goals Job Aid Staff for Staff with staff members to have them start to write performance goals. (See CUHR website for job aid)
3. After all necessary conversations, manager or staff logs in using the steps on page one and completes the first two columns in the goals section.