PennState
Human Resources

Performance Management

Table of Contents

Instructions for Employees:
Step One: Setting Goals & Expectations

You will begin each performance management cycle by meeting with your supervisor to review your job responsibilities and expectations (using the Job Responsibilities Worksheet as a guide). You will also discuss goals for the upcoming performance management cycle. Once you've met with your supervisor, you will use the YOU@PSU online tool to document your job responsibilities and goals.

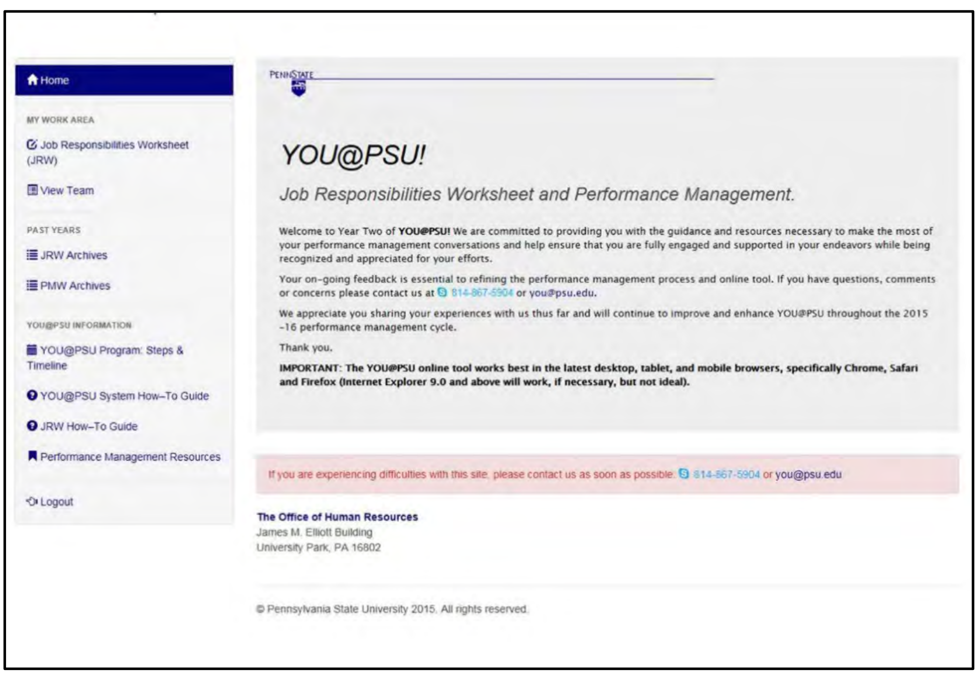
This guide will help you navigate within the YOU@PSU online tool, step-by-step. For more information about the performance management process, please visit **http://ohr.psu.edu/performance/**.

Logging into the YOU@PSU online tool:

1. Launch a web browser and navigate to you.psu.edu.
2. You will be prompted to log into WebAccess. After logging in, you will be brought to the home screen of the YOU@PSU online tool; your work area is located in the gray box on the left side of your screen.

IMPORTANT: The YOU@PSU online tool works best in the latest desktop, tablet, and mobile browsers, specifically Chrome, Safari and Firefox (Internet Explorer 9.0 and above will work, if necessary, but not ideal).

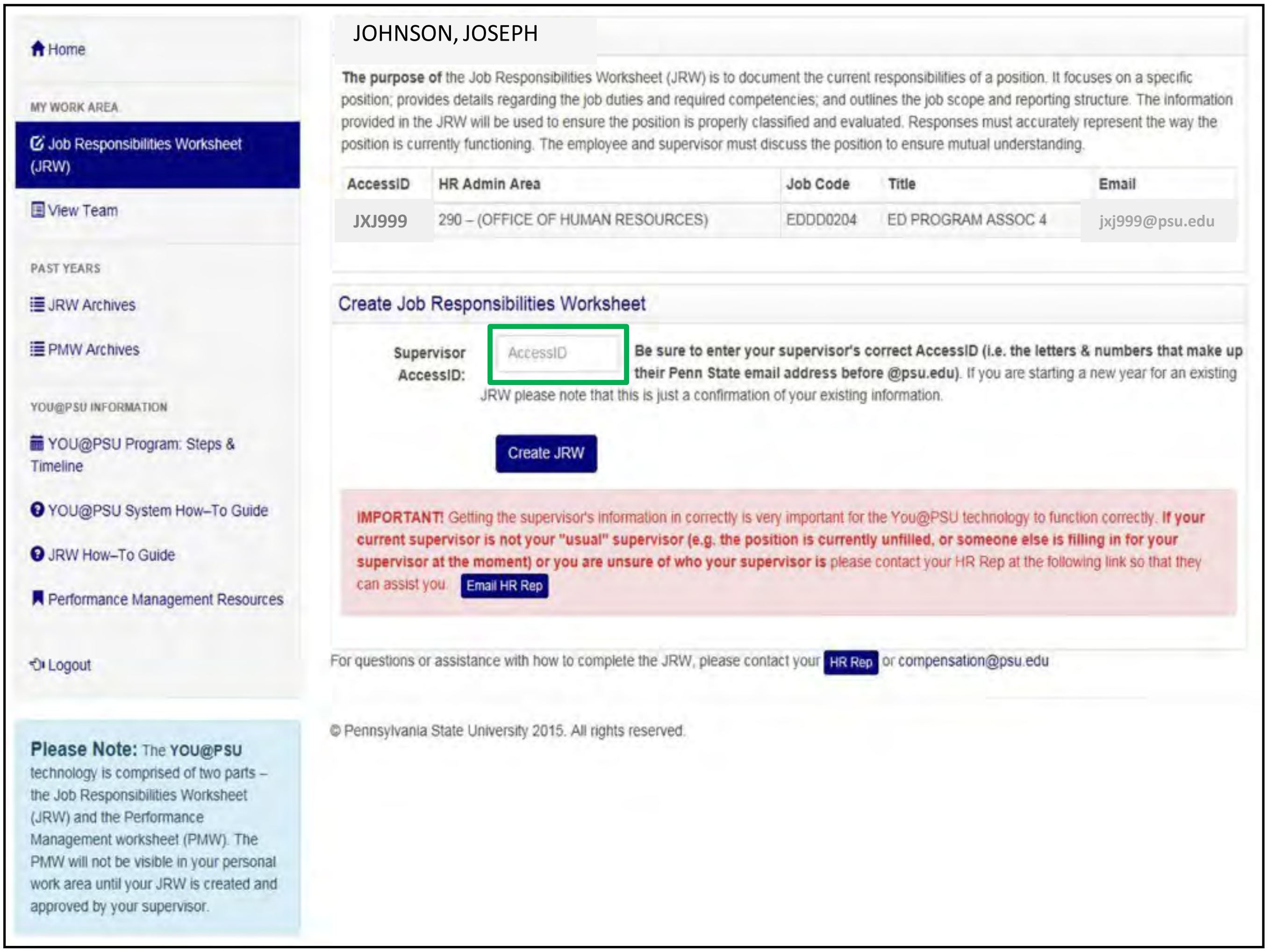
If you experience any difficulties with the YOU@PSU process or online tool, please contact the YOU@PSU support team for assistance: (814) 867-5904 or you@psu.edu.



The Job Responsibilities Worksheet (JRW)

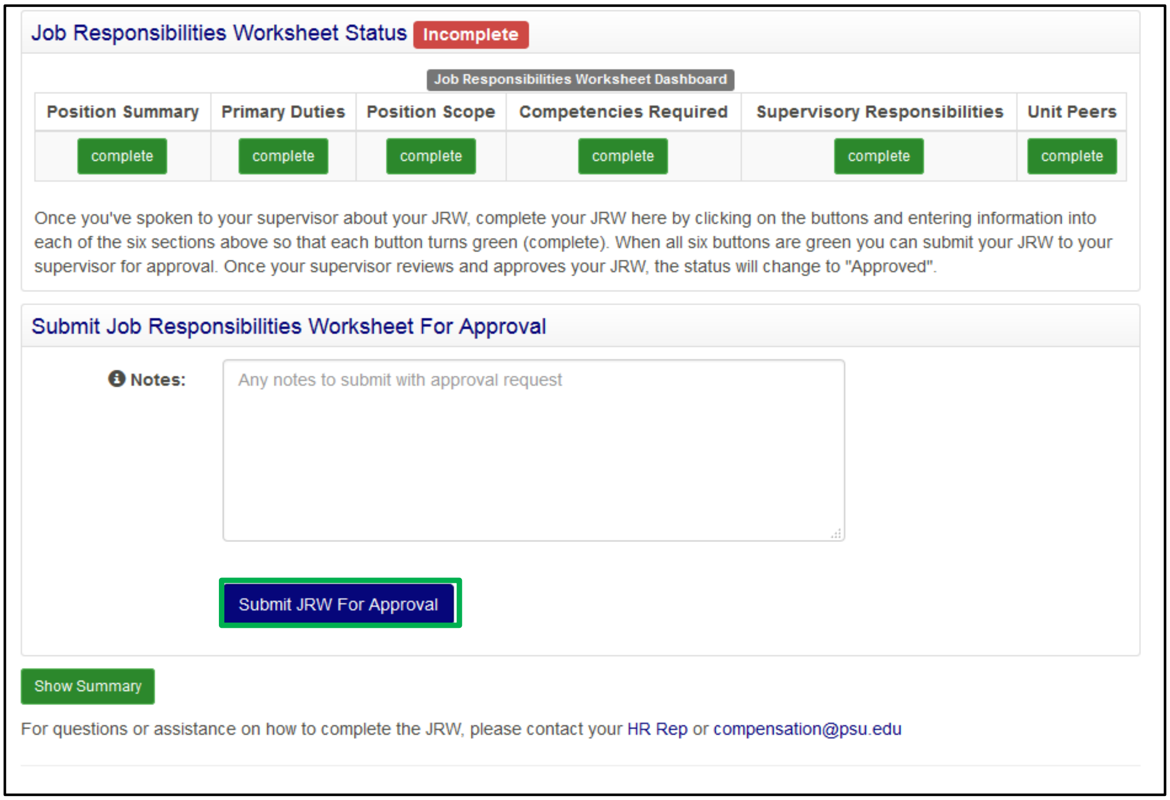
1. Begin by clicking on the **"Job Responsibilities Worksheet (JRW)"** link under **My Work Area** in the menu on the left. This will take you to a screen that displays your name, AccessID, HR Admin area, job code, title, and email address.

2. Next, enter your **Supervisor's AccessID (**i.e. the first part of their Penn State email**)** in the box provided in the **Access/Create Job Responsibilities Worksheet** area. Once you've entered your supervisor's AccessID, click on the blue "Access/Create JRW" button and you will be taken to your Job Responsibilities Worksheet (JRW) dashboard.

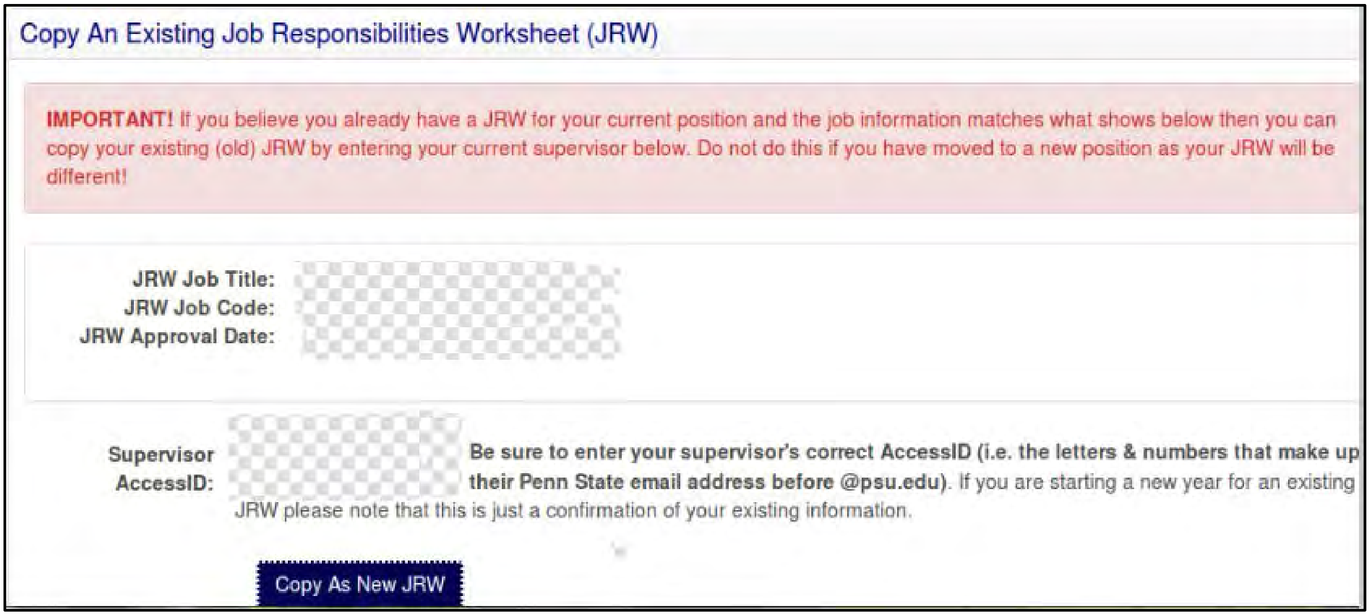


2. **If your JRW was already entered into the system during a past review cycle, all components of your JRW will be complete.**

   To view your JRW in its entirety, click on the green "**Show Summary**" button. If you need to make a change after reviewing with your supervisor, click on the component's green button in order to make the change. Remember to click on the "**save**" button before returning to the JRW dashboard to submit for approval.



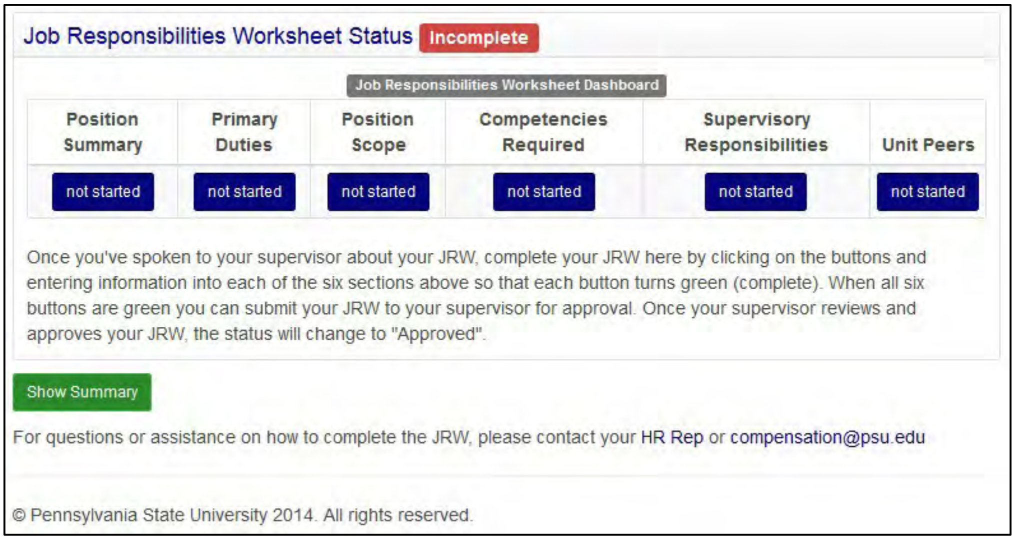
IMPORTANT: If your position has recently changed and you would like the JRW information from your previous position to be used for your new JRW, please click on the "Copy as New JRW" button.



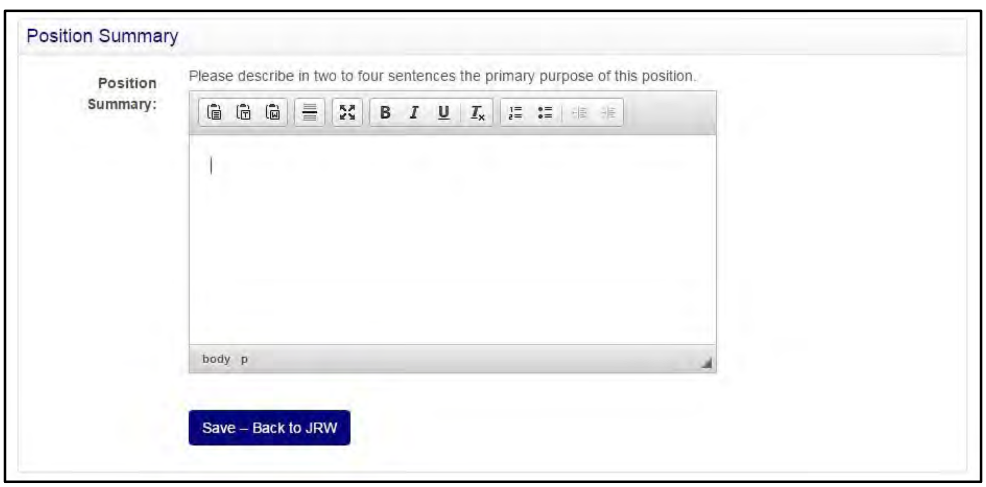
Completing Your JRW

If a JRW does not exist for your position, you will need to create one.

1. Begin by clicking on any of the blue buttons labeled "**not started**" under the section titles: **Position Summary, Primary Duties, Position Scope, Competencies Required, Supervisory Responsibilities, and Unit Peers**.



2. Read the instructions found in each section then click inside the text area that you would like to edit and begin typing.

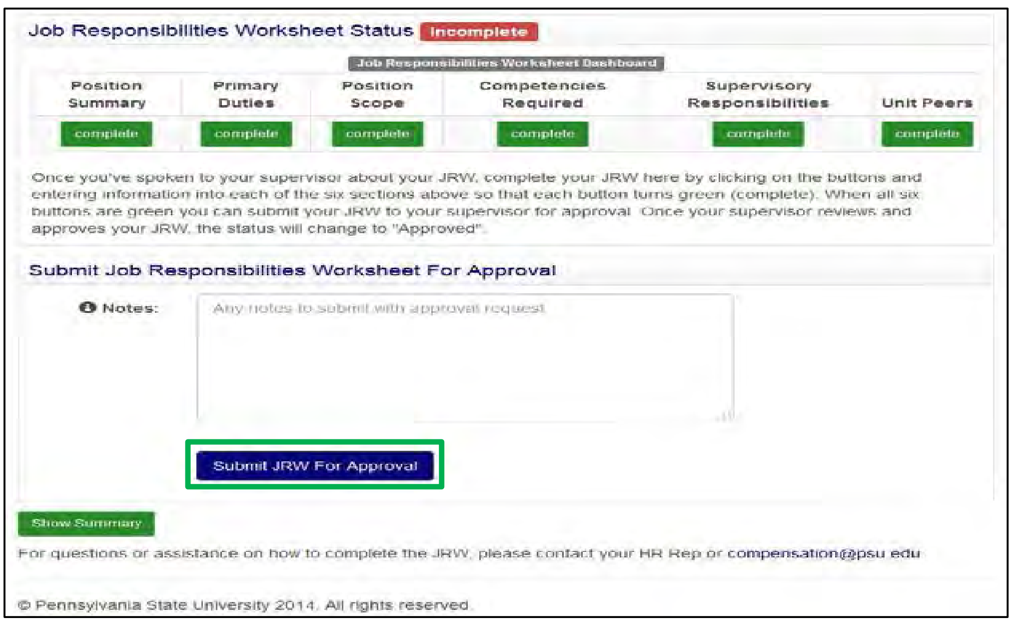


3. When satisfied with each entry, click the “**Save - Back to JRW**” button at the bottom of each section. If you have not completed the entire section, the button of the section you have started will turn yellow and be labeled as “**incomplete**.” Once you’ve completed the section, the button will turn green and be labeled as “**complete**.”

   IMPORTANT: Never use the back button within your browser! To return back to the JRW dashboard always use the “**Save - Back to JRW**” button.

Submitting Your JRW for Approval

Your JRW will be ready to submit for approval once all of the sections are green and labeled as “complete.” Submit your JRW by clicking on the “**Submit JRW For Approval**” button; you may enter a note to your supervisor in the box provided to accompany your request for approval.



Once your JRW has been submitted for approval, its status will change to “**Pending Approval.**” In this status, you will not be able to make edits to your JRW because it is awaiting your supervisor’s approval.

Once your JRW is approved, the status will change to **“Complete”** and will be locked. **If you need to make changes to your JRW once it is complete, ask your supervisor to re-open it.**

The Performance Management Worksheet (PMW)

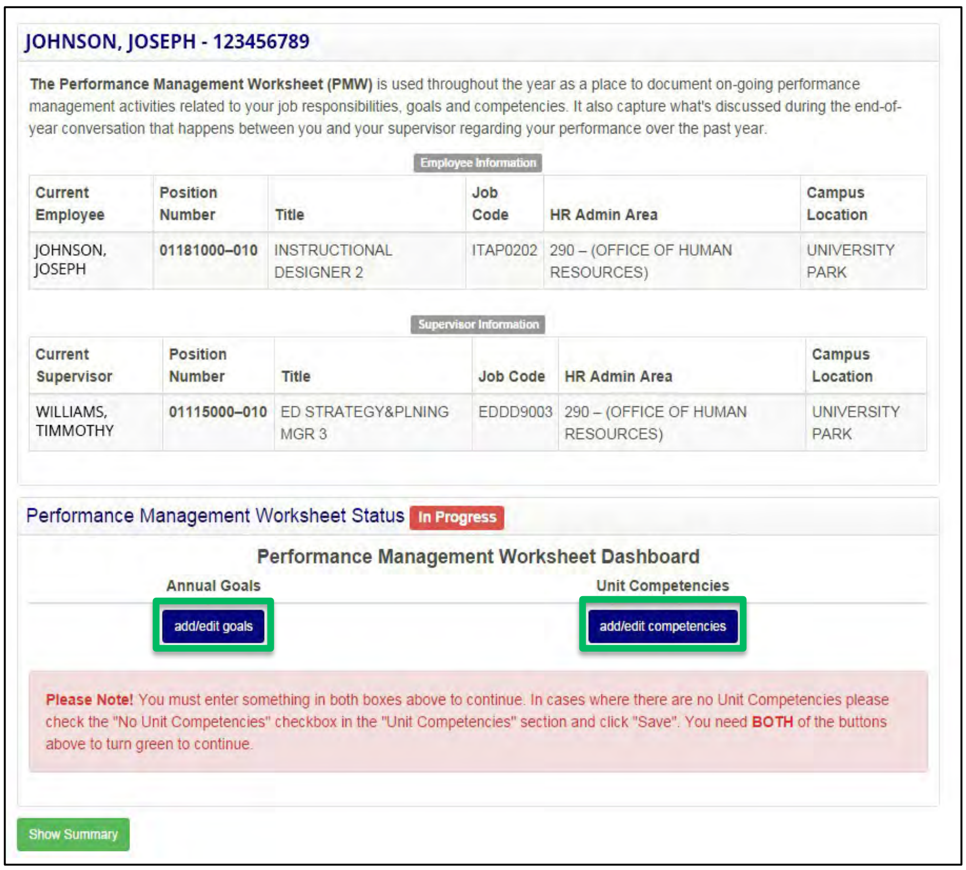
The Performance Management Worksheet (PMW) is used throughout the year to document on-going performance management activities related to your role, goals and competencies.

Completing Your PMW

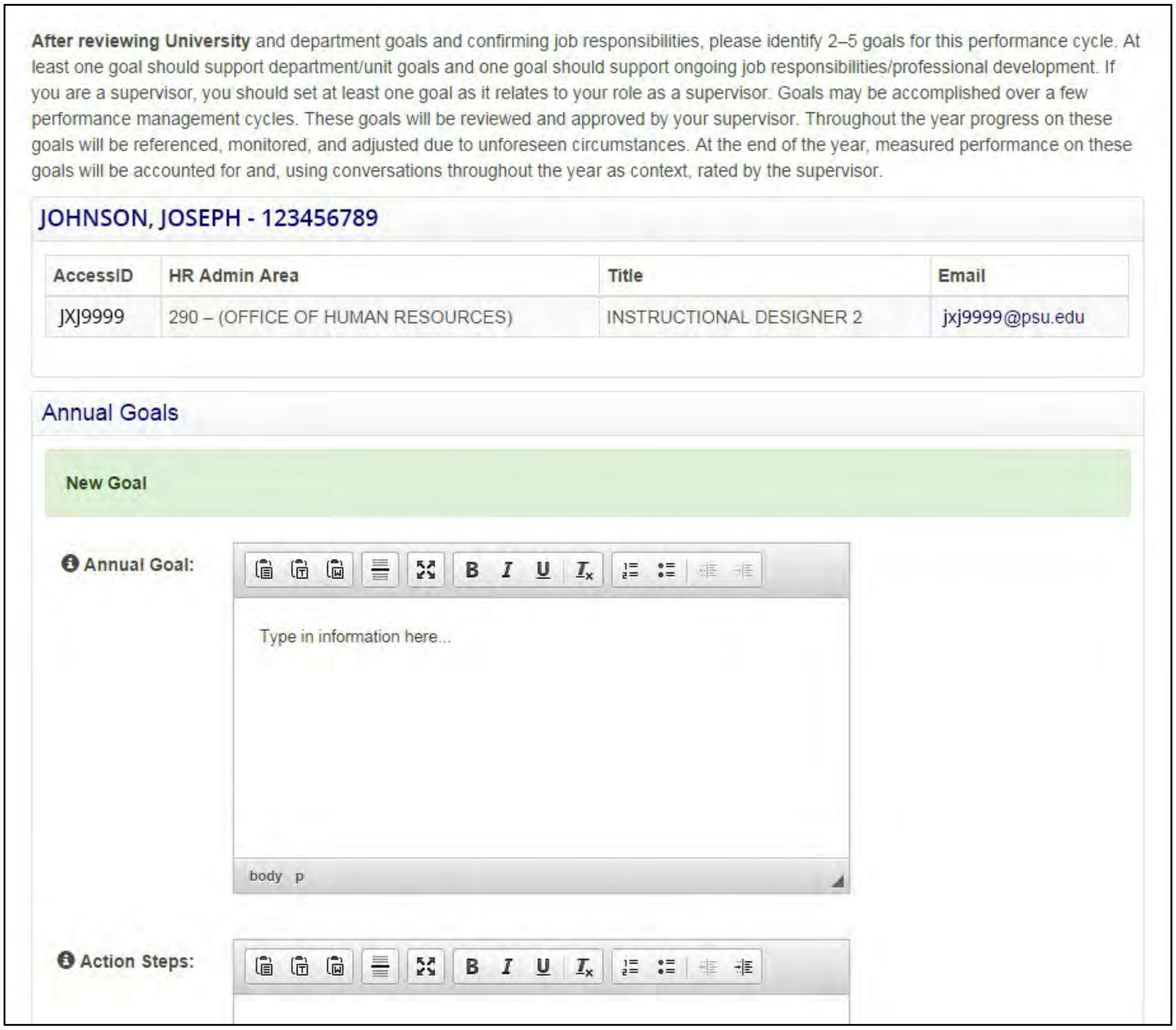
IMPORTANT: The link to your PMW will appear in your work area **ONLY AFTER** your Job Responsibilities Worksheet (JRW) is approved. If you don't see it, refresh the page or log out and log back in.

1. Begin by clicking on the **"Performance Management Worksheet (PMW)"** link under **My Work Area** in the gray menu on the left of your home screen.

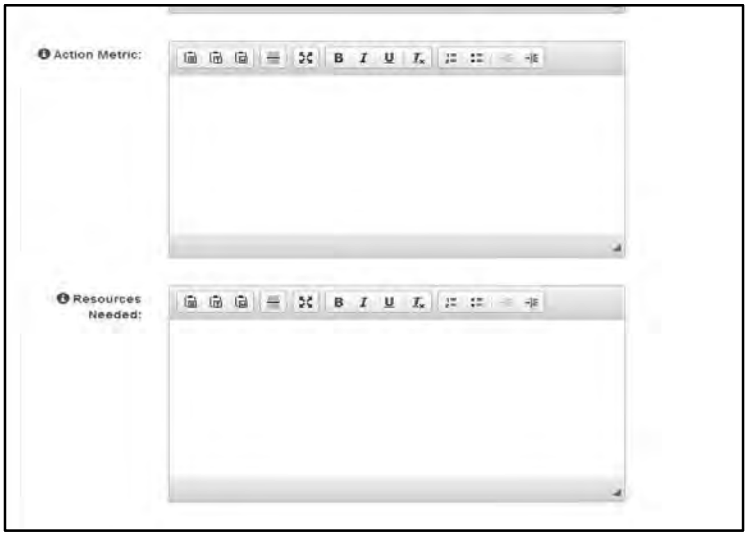
2. Choose which area you would like to complete by clicking the "**add/edit goals**" button under "**Annual Goals**" or the "**add/edit competencies**" button under "**Unit Competencies.**"



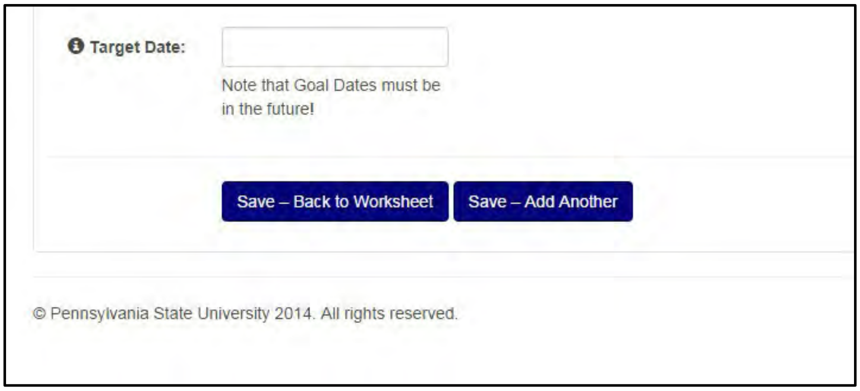
3. In the “**Annual Goals**” area, begin by clicking inside the text area to enter a goal.
4. Once you’ve documented the goal, continue to the “**Action Steps**” section and enter the steps that you will take to complete the goal.



5. Next you will enter the **Metrics** (i.e. measurement of success) and **Resources Needed**. The **metrics** will describe what it means to successfully complete the goal; **resources** describe what is required to complete the goal, which may include time, money, materials, training, etc.



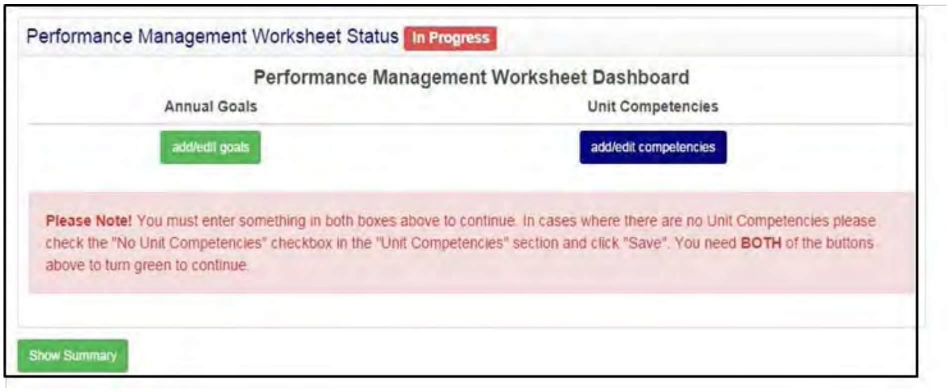
6. Lastly, click on the "**Target Date**" area to set an estimate completion date for the goal (**IMPORTANT**: The target date must be in the future).



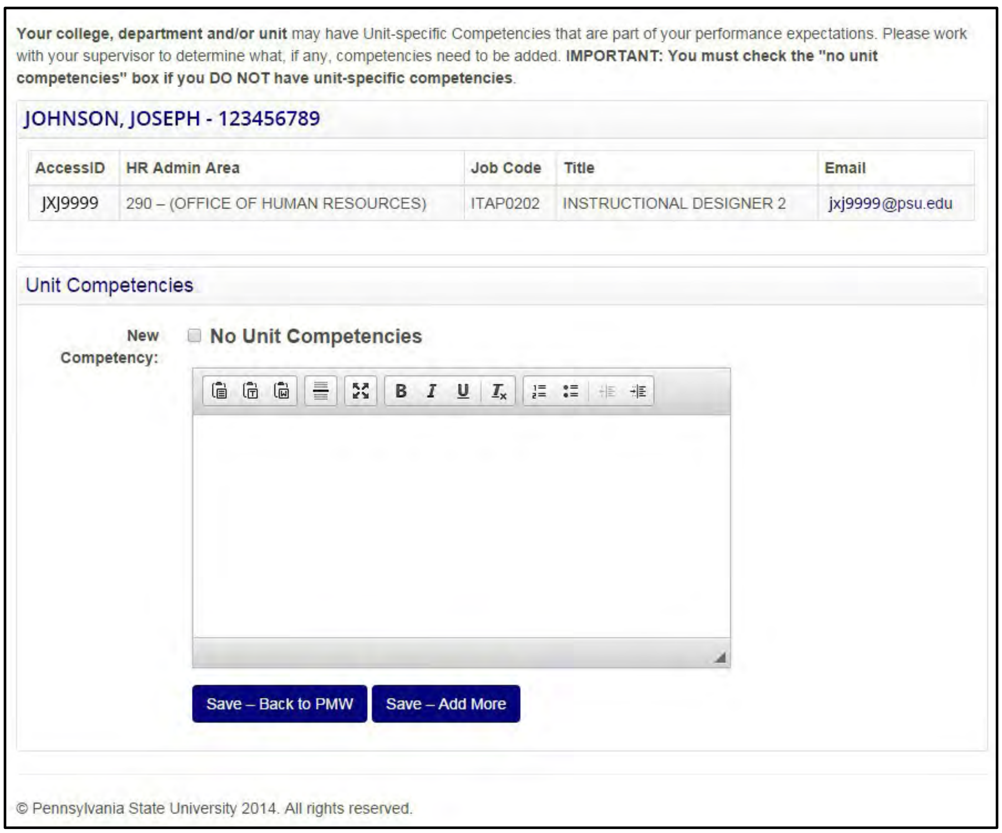
7. Click the **"Save- Add Another**" button at the bottom of the section and repeat steps 3-6 until you have finished entering your goals.

IMPORTANT: When you have finished entering your goals, or if you have to return to this section later to complete it, click the **"Save- Back to Worksheet"** button, NOT the back button in your browser.

NOTE: When you have entered **at least one goal**, the button "**add/edit goals**" will turn **green** and the status of your **PMW** will show as "**In Progress**."



8. When you have completed your **Annual Goals**, continue to the "**Unit Competencies**" section by clicking the "**add/edit competencies**" button.

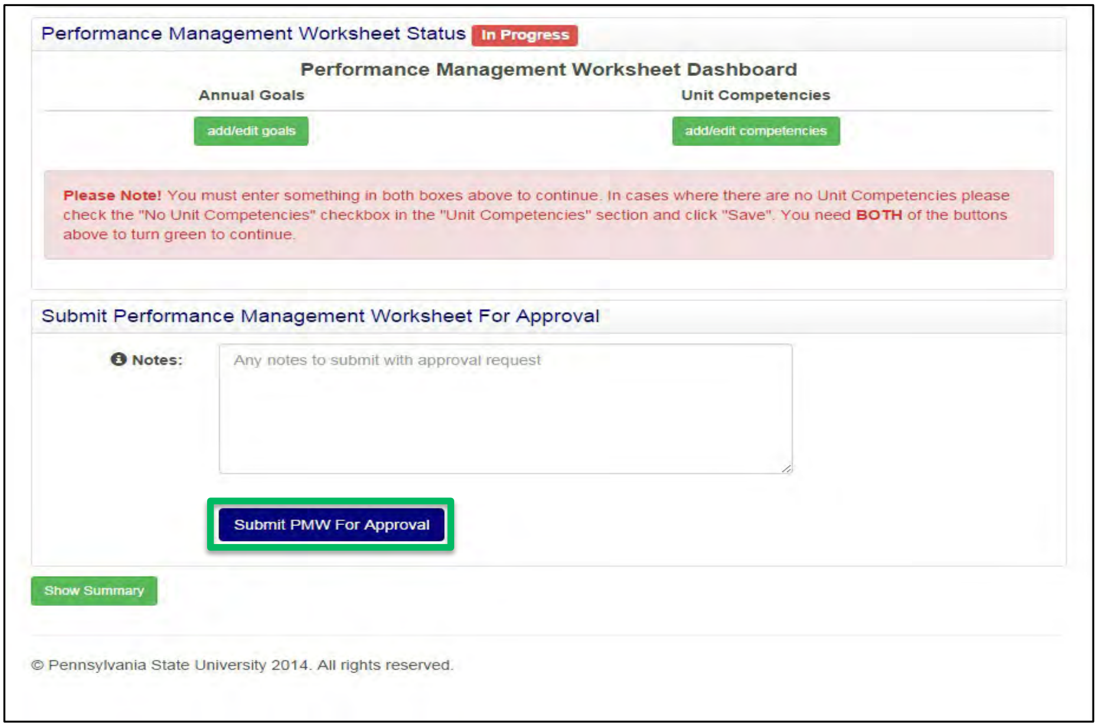


9. Complete this section by entering the **Unit Competencies** into the text box.

   IMPORTANT: If you were not provided specific unit competencies by your supervisor or HR Representative, click the "**No Unit Competencies**" box and click "**Save- Back to PMW.**"

10. When satisfied with your entry, click either the **"Save – Add More"** button to add more unit competencies or the "**Save - Back to PMW"** to return to your PMW screen.

11. After completing the **Annual Goals** and **Unit Competencies**, both buttons will be green. Your **Performance Management Worksheet** is ready to submit to your supervisor for approval by clicking on the "**Submit PMW For Approval**" button. You may enter a note to your supervisor in the box provided to accompany your request for approval.



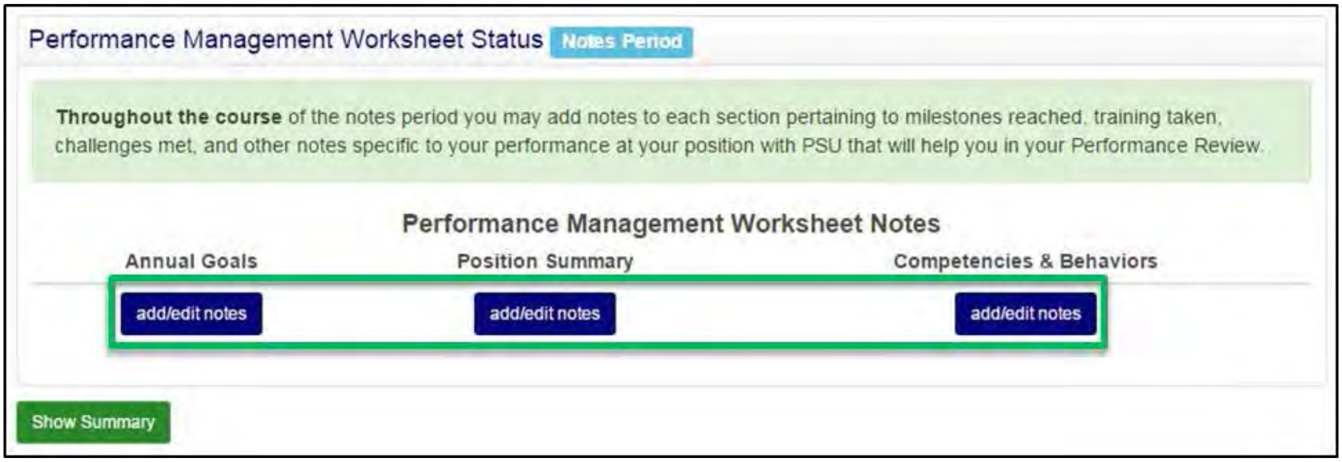
Once your PMW has been submitted for approval, its status will change to "**Pending Approval.**" In this status, you will not be able to make edits to your PMW because it is awaiting your supervisor's approval.

Once your PMW is approved, the status will change to **Complete** and will be "locked." If you need to make changes to your PMW once it is complete, ask your supervisor to re-open it.

Adding Notes to your PMW:

Once your PMW has been approved by your supervisor, your PMW will be in the "Notes Period" stage, which allows you to add notes throughout the year for each of the **PMW** components: **Annual Goals, Position Summary,** and **Competencies & Behaviors**.

These notes may include milestones reached, training taken, barriers/challenges, progress made on goals and other information specific to your performance that will help guide your on-going conversations with your supervisor throughout the year.



Click the **"add/edit notes"** button under the section you would like to work in, add/edit your notes, and then click the "**Save- back to PMW**" button when you are done.

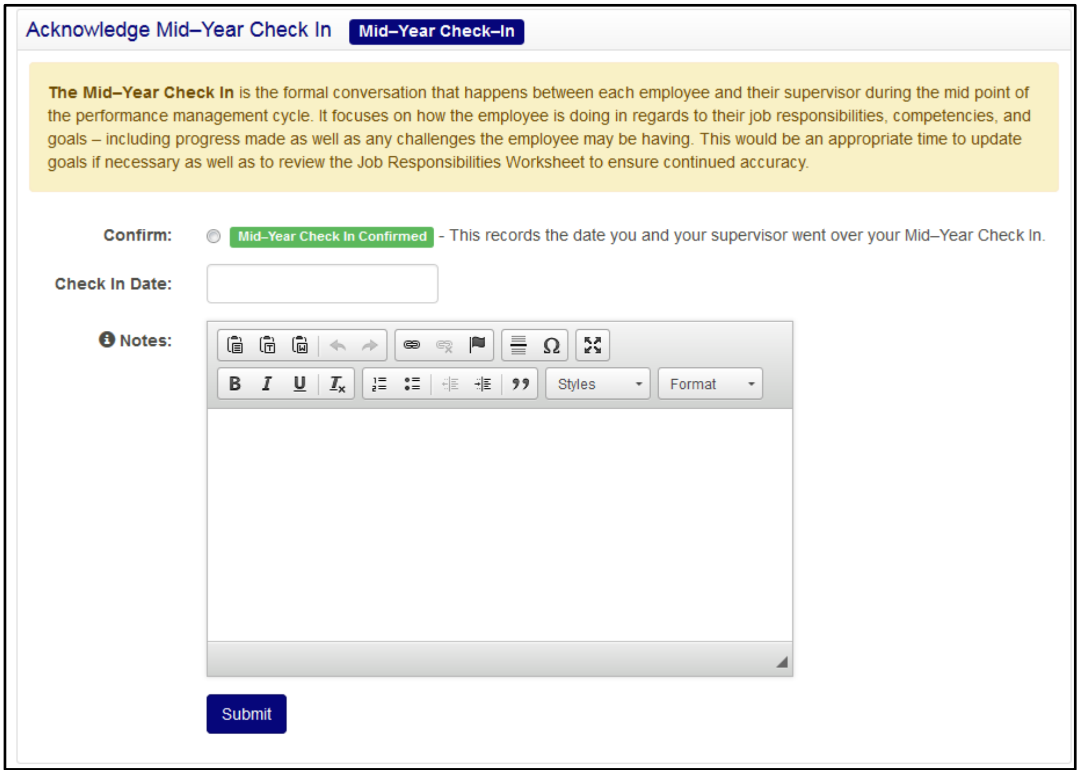
Step Two: The Mid-Year Check-In

Preparing for your Mid-Year Check-In

The Mid-Year Check-In keeps you and your supervisor engaged in the performance management process by ensuring that you meet at least once during the year to have a conversation regarding your job responsibilities, competencies, and progress toward your goals. In addition to the beginning-of-year and the end-of-year discussions, the Mid-Year Check-In is the only required performance management conversation. However, you are encouraged to meet more frequently with your supervisor throughout the year to discuss your performance.

1. Begin by scheduling the Mid-Year Check-In with your supervisor.
2. Before your Mid-Year Check-In, review your **Job Responsibilities Worksheet (JRW)** and each component of your **Performance Management Worksheet (PMW)**.
3. During your Mid-Year Check-In, participate actively by sharing the progress that you've made on your goals and asking for feedback regarding your performance thus far for the year.
4. After your Mid-Year Check-In, your supervisor will change the PMW Stage to "**Mid-Year Check-In period**" and click "**Submit.**" You will receive an email from the YOU@PSU system prompting you to confirm that the Mid-Year Check-In has occurred.
5. To acknowledge your Mid-Year Check-In, log into the YOU@ PSU system: [you.psu.edu](you.psu.edu)
6. Click on your **"Performance Management Worksheet (PMW)"** tab found in the menu on the left side of your screen.

7. Click on the bubble to the left of the green **"Mid-Year Check-In Confirmed"** area found under the **"Acknowledge Mid-Year Check-In"** heading, add the date that the Mid-Year Check-In occurred and your notes, then click "**Submit**." (IMPORTANT: It must be a date in the past.)



Congratulations, you are now done with the Mid-Year Check-In portion of the YOU@PSU process! The Mid-Year Check-In button will turn green and reflect the date the conversation occurred.

IMPORTANT: These YOU@PSU steps MUST be completed in this order or you will not be able to acknowledge the Mid-Year Check-In:

a. JRW completed and approved
b. PMW completed and approved
c. Mid-Year "set" by supervisor
d. Employee & supervisor acknowledge Mid-Year Check-In

If you have any questions regarding how to complete the Mid-Year Check-In—or how to use the YOU@PSU online tool to acknowledge that the conversation happened, please reach out to the YOU@PSU support team by calling 814-867-5904 or emailing you@psu.edu.

Step Three: The End-of-Year Review

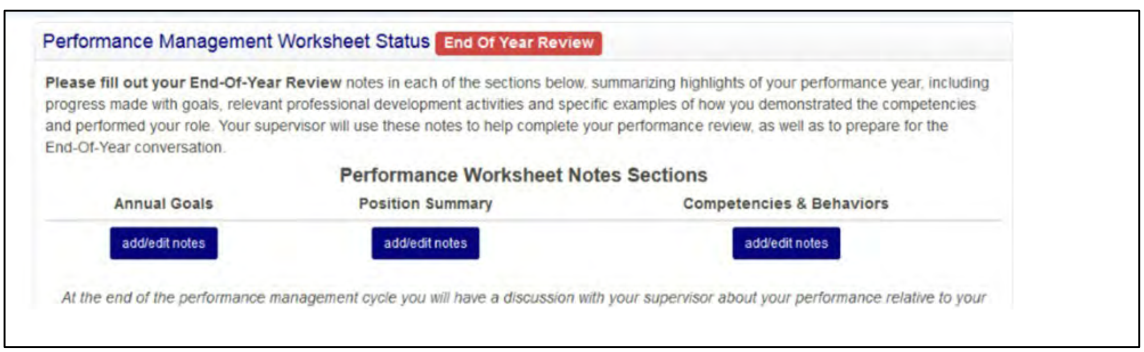
Preparing for Your End-of-Year Review

You are strongly encouraged to provide a self-assessment to your supervisor, given that you know best what you've accomplished and what you are most proud of achieving during the past year. This is your opportunity to share highlights of your year, including your accomplishments within your role, behavioral examples of how you have demonstrated each competency and the goal results you've achieved. You may also include any professional development activities that you completed over the last year as they relate to your goals, your role, competencies, Penn State Values and Ethics & Compliance obligations.

IMPORTANT! The End-of-Year Review process **starts with your supervisor changing your PMW status to "End-of- Year" period (NOTE**: This can only happen if your Job Responsibilities Worksheet (JRW) and Performance Management Worksheet (PMW) have been approved by your supervisor.)

1. Once your supervisor changes the status, you will receive an email from the YOU@PSU online system alerting you that your PMW stage has been changed to the End-Of-Year review. To get started on your End-of- Year notes (i.e. self-assessment), click on the link provided in the email or sign into the YOU@PSU system by going to [you.psu.edu](you.psu.edu) and click on your Performance Management Worksheet link found in your Personal Work Area in the gray "home" box.

2. On your Performance Management Worksheet Dashboard you will now see a red box entitled "End of Year Review."



Below that you will see the blue "add/edit notes" buttons for each of the areas that you have the opportunity to provide input:

- Annual Goals (provide input for each one)
- Position Summary (provide overall input for how you performed your role; refer back to any of your primary duties that may be significant to this part of the conversation)
- Position Specific Competencies & Behaviors (provide input for each one)
- Unit-Specific Competencies & Behaviors, if applicable (provide input for each one)

3. Click on each one of the buttons to add/edit your End-of-Year notes (i.e. self-assessment). If you entered notes throughout the year, they are available to you here. Each note will be labeled with the date you entered it; copy and paste any of these notes into the End-of-Year notes area, or just use them as a reference point.

   IMPORTANT! After adding your End-of-Year notes (i.e. self-assessment) you must hit the "Save- Back to PM" button to ensure that your work is saved!

   You and your supervisor may obtain feedback from others to complete this step. Feel free to reach out to your teammates, customers and/or other colleagues and ask them to provide specific feedback about your work performance over the last year. Pose a few questions via email or during a conversation—and be sure to thank them for their insights. If you have already received feedback from others during the past year, include it!

   Some questions to consider:
   - What do you consider to be one of my strengths?
   - What is one thing I could do differently or better that would help me be more effective in my role?
   - Could you please provide an example or two of how I was able to positively impact the work we did together? (colleague/peer)
   - Could you please provide an example or two of how I positively impacted your experience? (customer)

4. **IMPORTANT! There has been an addition to the employee self-assessment and End-of-Year discussion that relates to the Penn State Values and Ethics & Compliance obligations. (NOTE: Please complete this step last.)**

   Employees are being asked to answer the following two acknowledgement statements (and offer any comments they may have) prior to submitting their End-of-Year notes:

   - I have read and understand the Penn State Values and my obligations under AD88: Code of Responsible Conduct
   - I understand my compliance obligations and have completed the associated required compliance training(s) for my position.

   Once you are done with your End-of-Year notes, submit them to your supervisor by hitting the blue "**Submit EOY Notes**" button. Feel free to provide any final comments in the note box provided before submitting. The system will alert your supervisor via email that you've completed this step-- but you may wish to let your supervisor know, as well.

Submit Completed End Of Year (EOY) Process

Once you have completed your End Of Year notes (above) you must submit these notes to your supervisor to help complete the End Of Year Review process! By submitting your notes you are stating that you have completed your portion of the PMW and are ready for your supervisor to begin their task of rating your performance at PSU. Your notes in the sections above and the general note below are important as they give your supervisor "your voice" in the approval process. Please make sure your End Of Year (EOY) notes are complete, concise, and accurate.

* ◯ YES ◯ NO — **(* Required)** I have read and understand the Penn State Values and my obligations under AD88: Code of Responsible Conduct.

Penn State Values Notes: Any notes regarding Penn State Values requirement

* ◯ YES ◯ NO — **(* Required)** I understand my compliance obligations and have completed the associated required compliance training(s) for my position.

Compliance Notes: Any notes regarding compliance requirements

EOY Notes: Any notes to submit with approval request

Submit EOY Notes – This submits your finalized PMW notes and requirement confirmations to your supervisor.

Once submitted, your PMW will be "view only". Make sure you're finished before submitting!

Show Summary

Participating in the End-of-Year Review

The end-of-year conversation is a critical element of the performance management process. It serves as a review of the year as well as a starting point for your future growth and development in order to make progress in your performance and career.

1. Schedule time for the End-of-Year conversation.

2. In order to help you prepare for the conversation, your supervisor may "share" your End-of-Year review with you to read prior to the conversation. If this is the case for you, please read your review prior to the conversation and come prepared to talk about it, ask questions, etc.

   NOTE: Use the "show summary" feature to see your review in its entirety (including each component, your End-of-Year notes, your supervisor's End-of-Year notes, each component's ratings and your overall rating and notes).

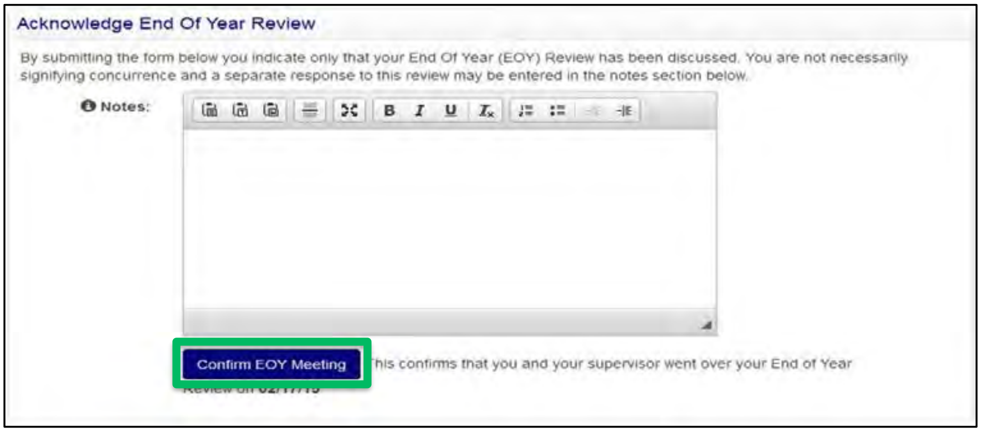
3. During the conversation, actively participate by discussing each area of the review in detail, including sharing specific examples and gaining understanding.

   IMPORTANT: Please be sure to include the Ethics & Compliance topics in the conversation that focus on the following employee acknowledgements:

- I have read and understand the Penn State Values and my obligations under AD88: Code of Responsible Conduct.
- I understand my compliance obligations and have completed the associated required compliance training(s) for my position.

   For more information and talking points, please refer pages 39-40 of this guide.

4. After the conversation, your supervisor will update your review with any agreed upon changes and share the document with you. **Both parties will acknowledge that the End-of-Year conversation occurred and that an overall rating was given/received**. Once your supervisor acknowledges the conversation, you will receive an email from the system prompting you to confirm that your review occurred and that you received an overall rating. Feel free to add your final comments in the box provided before hitting the blue "**Confirm EOY meeting**" button.

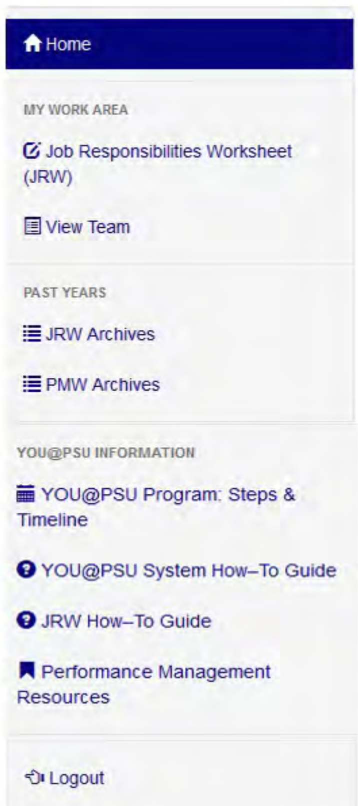


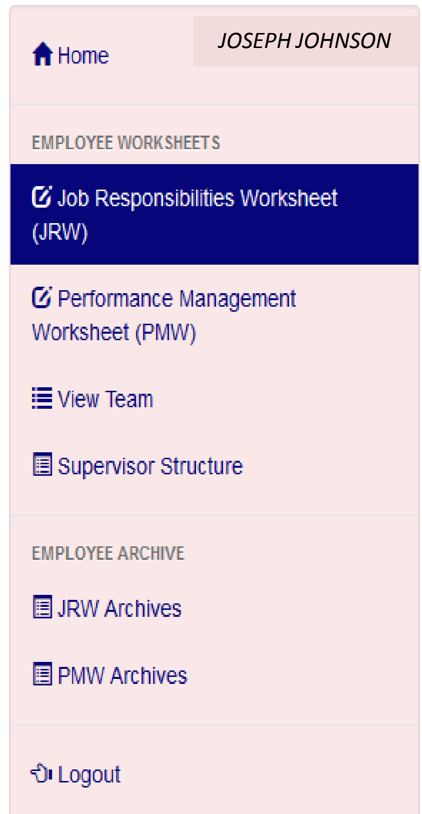
Once you acknowledge your End-of-Year Review, your Performance Management Worksheet will be marked "closed."

Congratulations! You and your supervisor successfully completed the performance management cycle.

Instructions for Supervisors:
Beginning the Performance Management Process

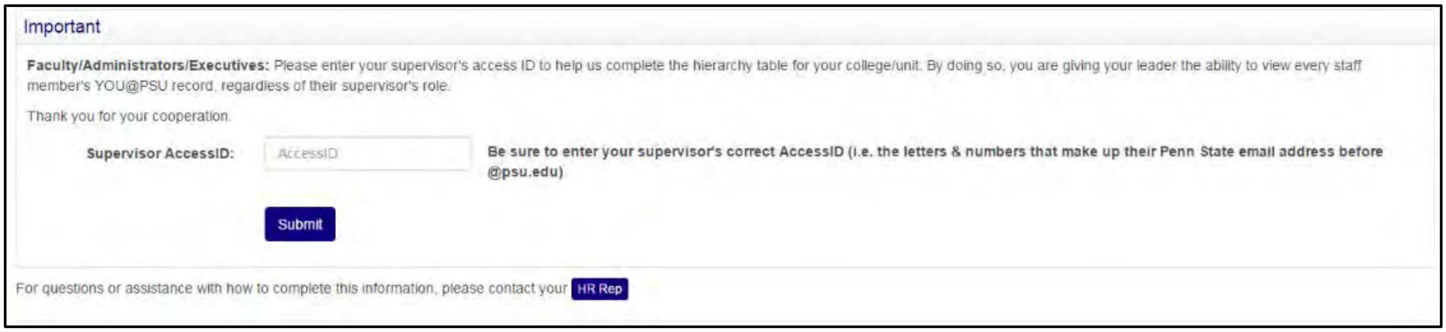
As a supervisor, you are responsible for supporting your employee's performance which includes reviewing and approving the **Job Responsibilities Worksheet (JRW)** and **Performance Management Worksheet (PMW)** for each of your employees. When working in your own performance management space, you will notice that the menu will be gray and will be labeled "My Work Area." When you are working in an employee's workspace, the menu will be pink and display the employee's name in the top right corner.



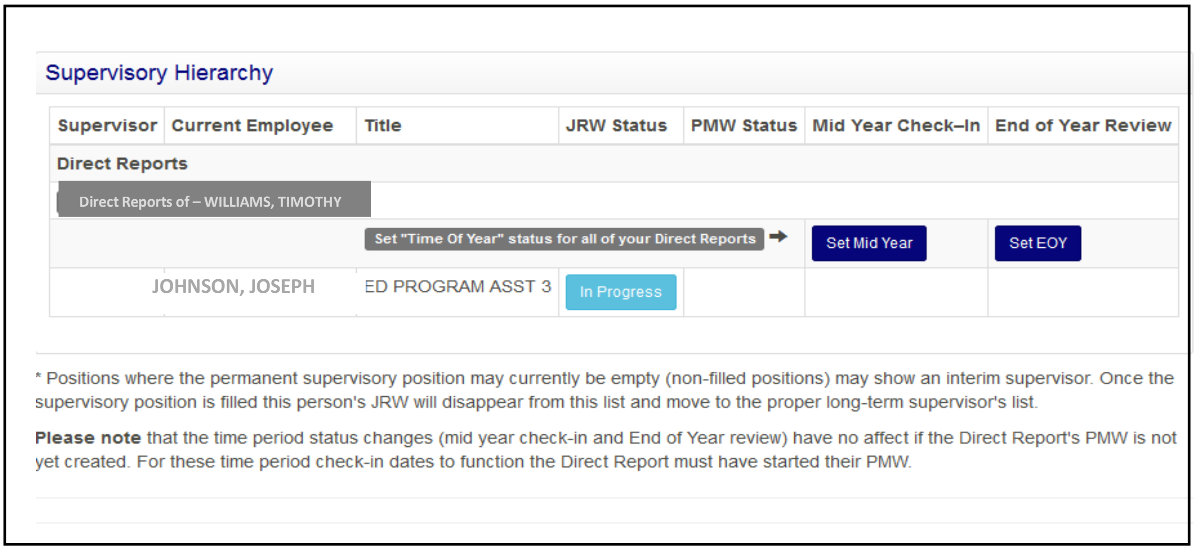


To begin, you will sign into the YOU@PSU online tool by typing you.psu.edu in your browser and authenticating with your WebAccess credentials (i.e. abc123 and password). Once accessed, you will be brought to your home page. Here you will find your own performance management information (if you are a full-time staff employee); you will also find each of your employee's information by clicking the "View Team" link.

IMPORTANT: The first time you sign into the YOU@PSU online tool during a new performance management cycle, you will be asked to enter your supervisor's access id. Your team table will not appear until you do so.



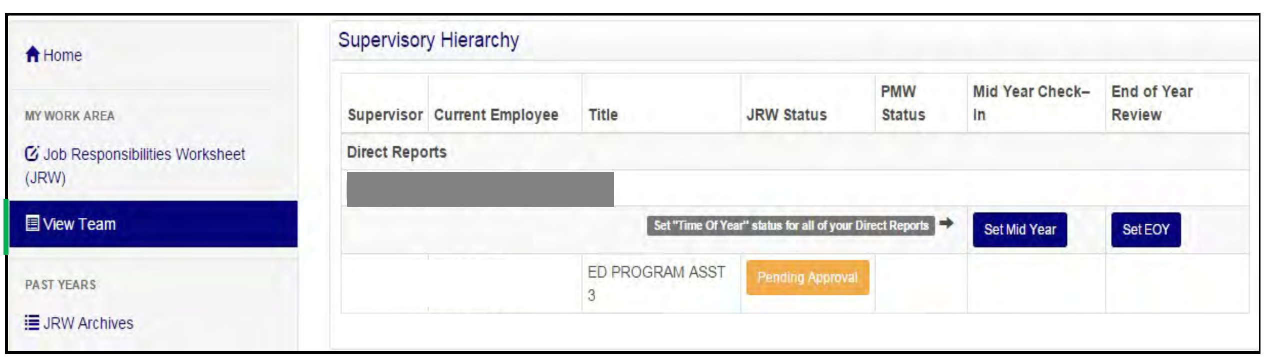
The Team Table is used to display your direct reports in an organized fashion. Here you can monitor your employee's progress throughout the performance management process. This table displays their role as a Supervisor (if applicable), Employee Name, Title, and the status of the JRW, PMW, Mid-Year Check-in, and End of Year Review.



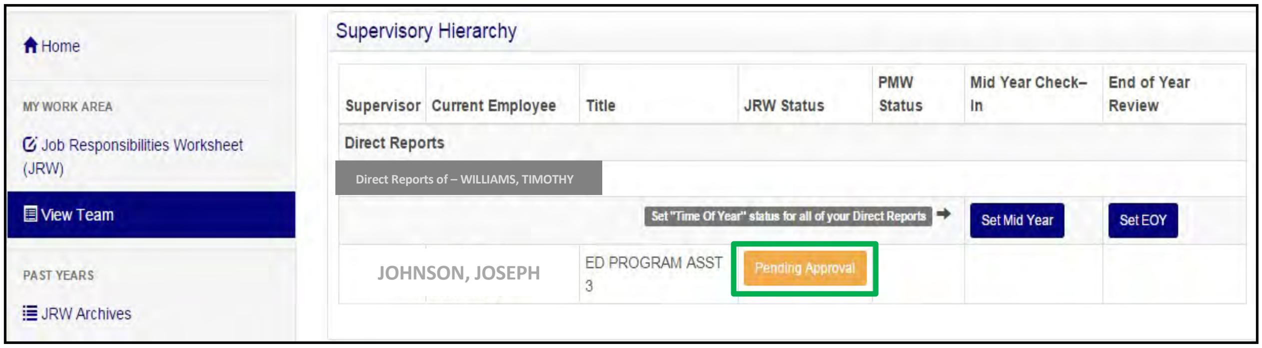
Reviewing and Approving a JRW

As a supervisor you may go into the various sections of the JRW and provide suggestions for an employee. Note, however, that only an employee can make edits to the JRW.

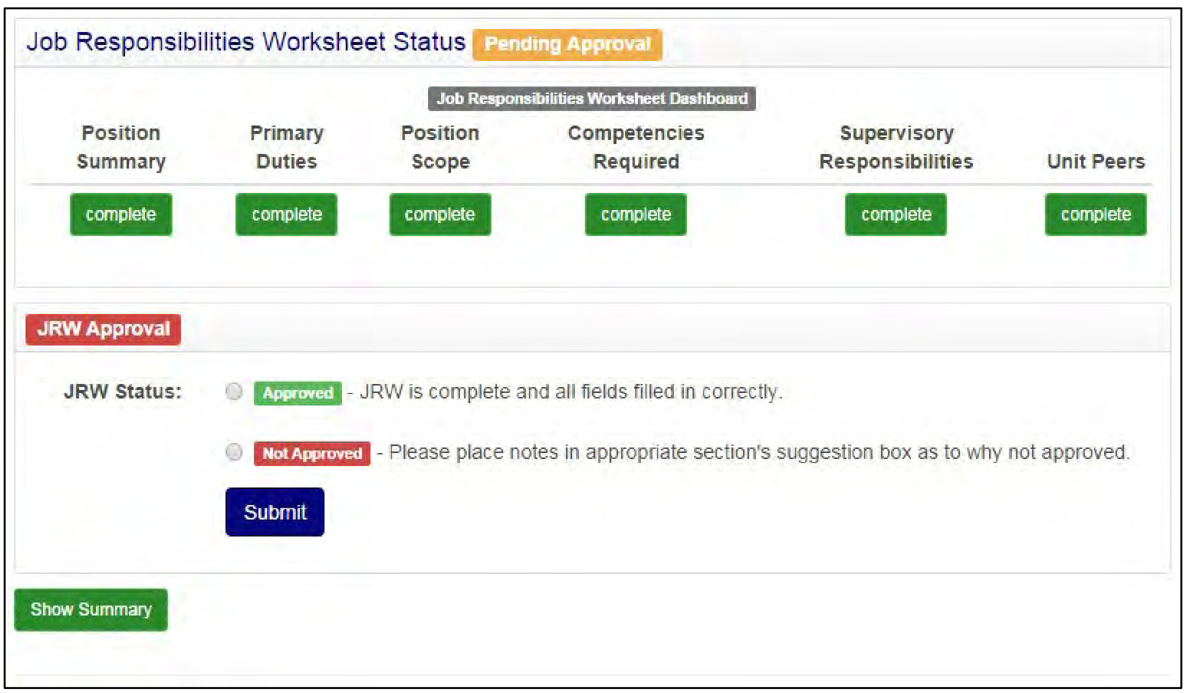
1. Begin by clicking on the **View Team** link from the menu on the left side of your home screen. This will bring up a list of your direct reports.



2. From there, select the JRW that you would like to review listed next to the employee's name. If there is an available JRW to be reviewed, the **JRW Status** button will display "**Pending Approval.**" Click this button to review the submitted JRW.

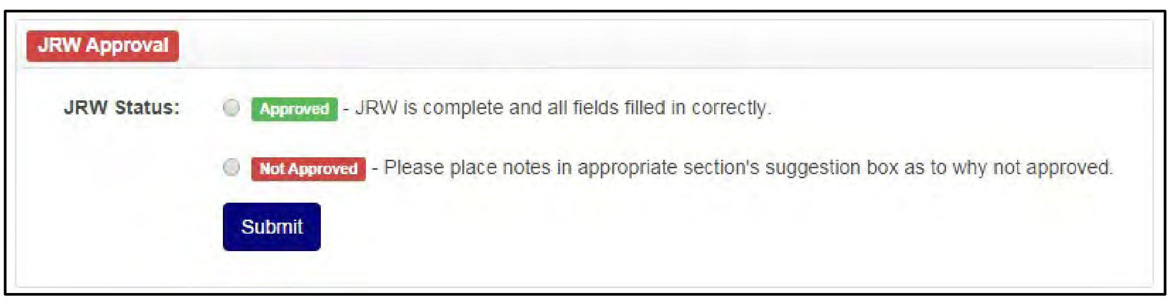


3. After clicking the "**Pending Approval**" button, you will be taken to a screen that will display the completed sections of your employee's JRW. To view the JRW in its entirety, click on the green "**Show Summary**" button.



4. Clicking the green "**complete**" button under any of the sections will allow you to review the contents of that section. Here you are able to enter any suggested text or edits to each section. If you enter any comments into the text field in these areas, be sure to click "**Save – Back to JRW.**"
   IMPORTANT: If you place any comments into the suggested text or edits box, you will not be able to approve the JRW. Your employee will need to make a change and resubmit.

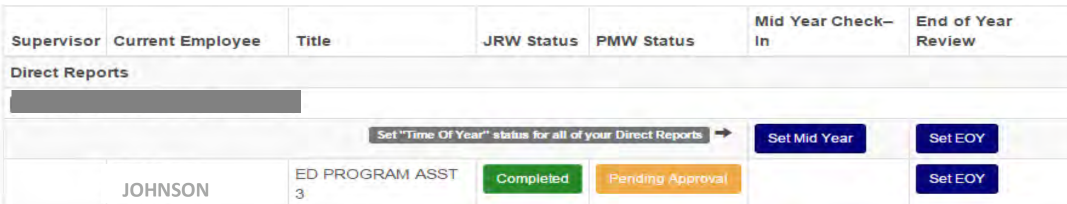
5. When you have fully reviewed the JRW, click the bubble next to either "**Approved**" (if all fields are complete and correct) or "**Not Approved**" (if you have provided your employee with suggested edits for any of the JRW components) then, click "**Submit.**" The system will notify your employee of your response.



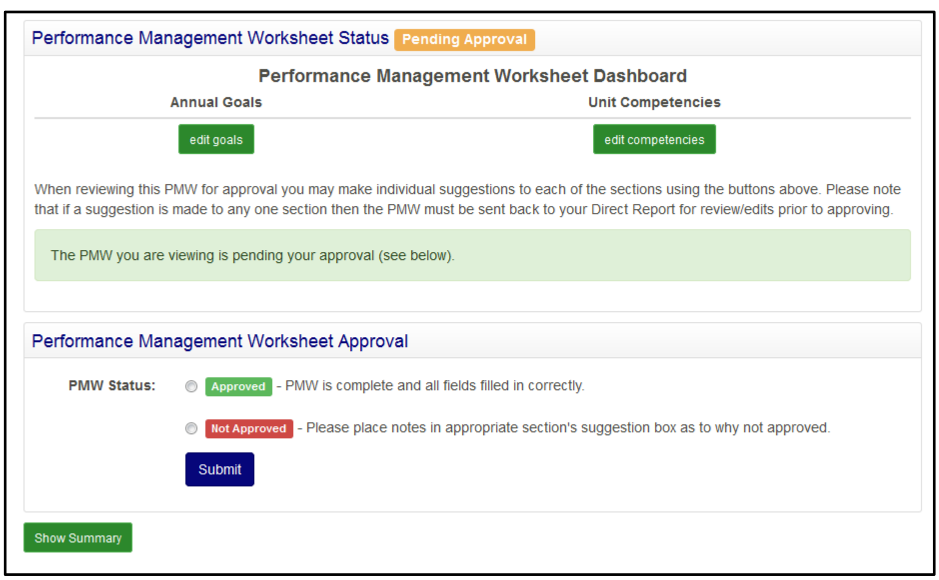
Reviewing and Approving a PMW

As a supervisor you may go into the various sections of the PMW and provide suggestions for an employee. Note, however, that only an employee can make edits to the PMW.

1. Begin by clicking on the **View Team** link from the menu on the left side of your home screen. This will bring up a list of your direct reports.
2. From there, select the PMW that you would like to review listed next to the employee's name. If there is an available PMW to be reviewed, the **PMW Status** button will display "**Pending approval.**" Click this button to review the submitted PMW.

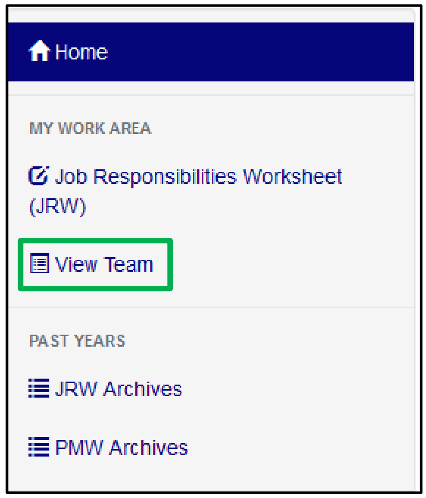


3. After clicking the "**Pending Approval**" button, you will be taken to a screen that will display the completed sections of your employee's PMW. To view the PMW in its entirety, click on the green **"Show Summary"** button.
4. Clicking on the green button under the Annual Goals or Unit Competencies labels will allow you to review the contents of that section. Here you are able to enter any suggested text or edits to each section. If you enter any comments into the text field in these areas, be sure to click "**Save – Back to PMW.**"
5. When you have fully reviewed the PMW click the bubble next to either "**Approved**" (if all fields are complete and correct) or "**Not Approved**" (if you have provided your employee with suggested edits) then, click "**Submit.**" The system will notify your employee of your response.

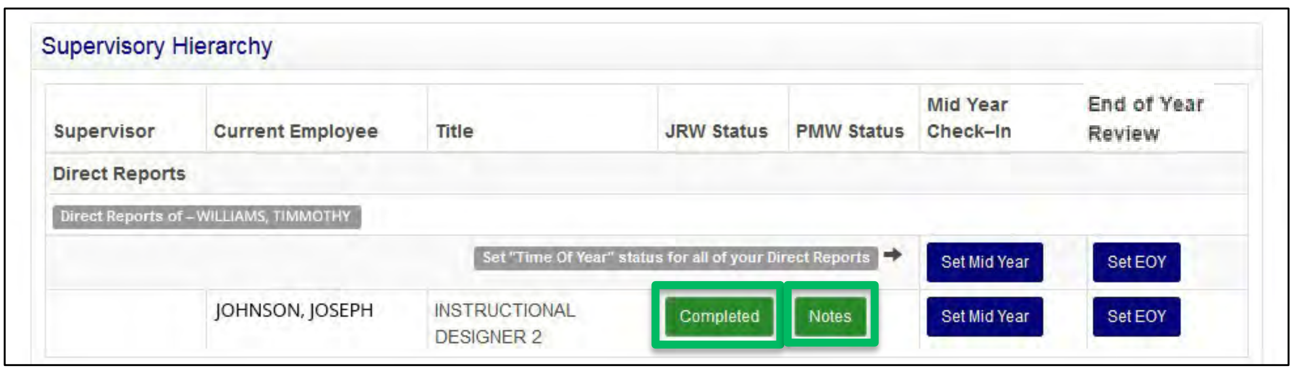


Opening a JRW or PMW for Your Employee to Modify

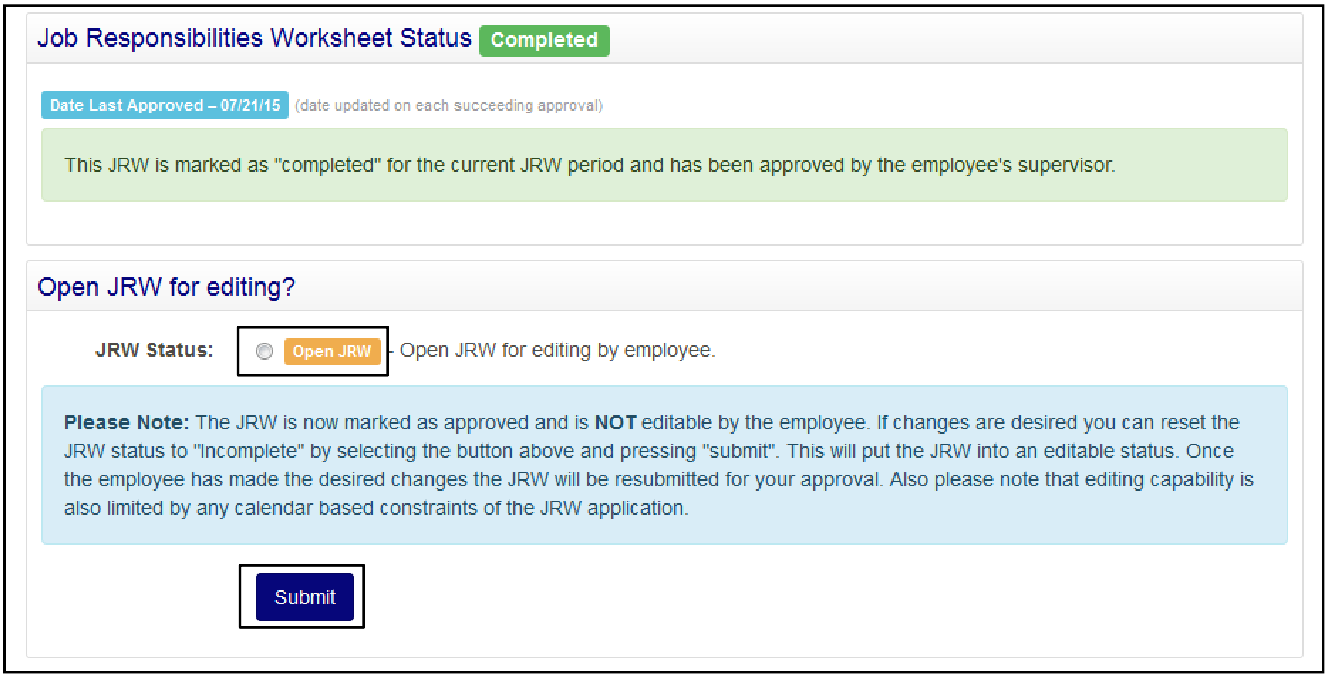
1. Log in to the YOU@PSU system: [you.psu.edu](you.psu.edu)
2. Click on **"View Team"** on the left side of your screen.



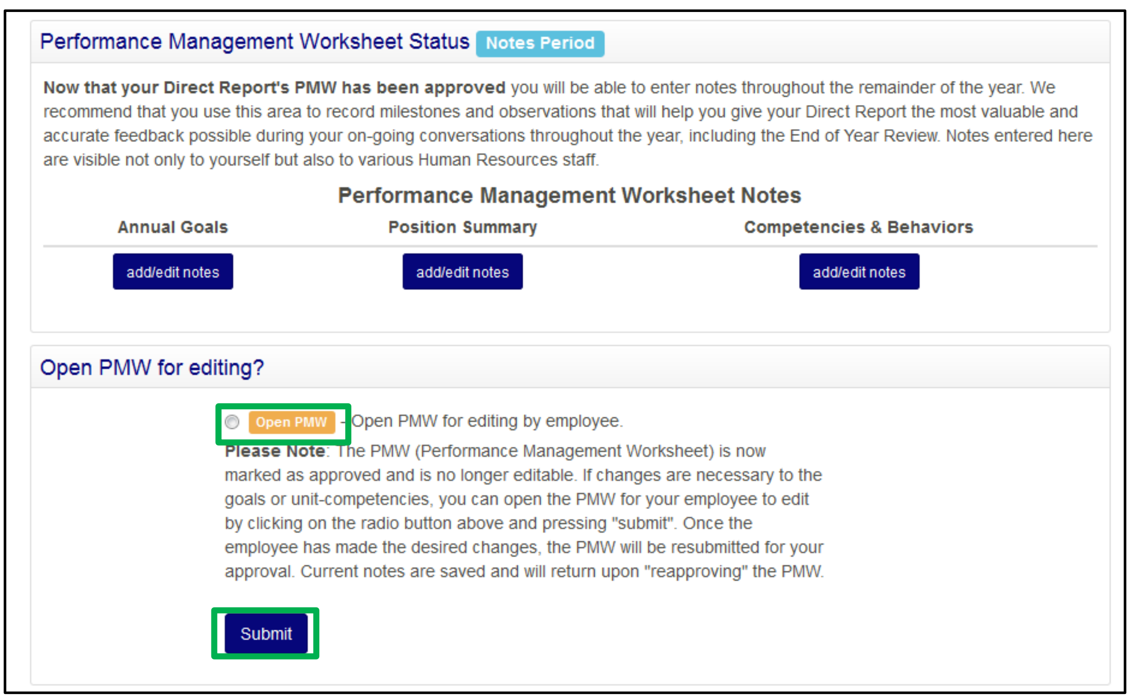
3. Find the name of the employee that you would like to re-open the JRW or PMW for and click either the green **"Completed"** button under **JRW Status** or the green **"Notes"** button under **PMW Status**. If you are opening a **JRW**, refer to **3a**. If you are opening a **PMW**, refer to **3b**.



3a. After clicking the green **"Completed"** button, scroll down on the page and locate the section titled "**Open JRW for editing?"** Click the bubble to the left of the yellow box labeled "**Open JRW"**, then click **Submit.** This will notify the employee that their JRW is open for editing. Remind your employee to re-submit their JRW for approval.



3b. After clicking the green **"Notes"** button, scroll down on the page and locate the section titled "**Open PMW for editing?"** Click the bubble to the left of the yellow box labeled "**Open PMW**, then click **Submit.** This will notify the employee that their PMW is open for editing. Remind your employee to re-submit their PMW for approval.

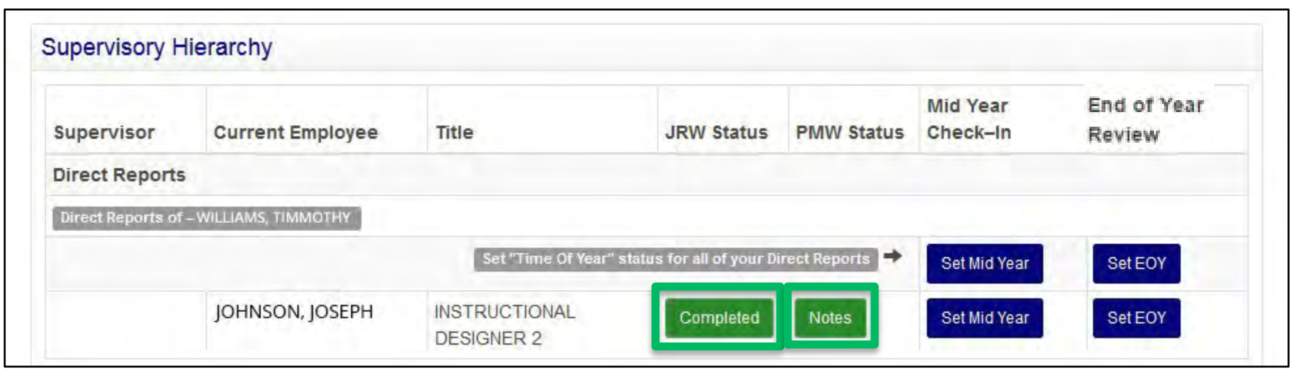


Adding Notes to a PMW

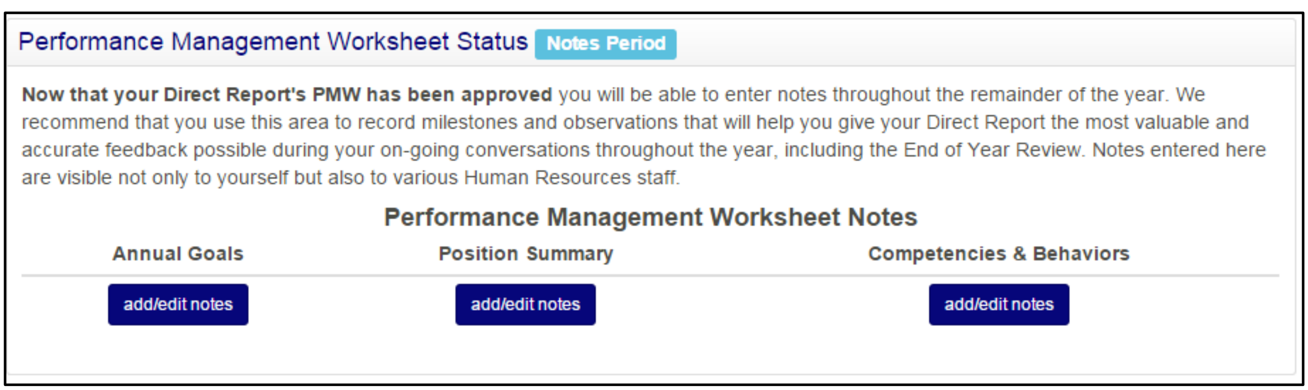
Throughout the performance management cycle, both you and your employee may enter notes into the YOU@PSU online tool, describing professional development activities, progress on goals and other information for each component of the PMW. These notes are helpful to use during one-on-one meetings throughout the performance management cycle, as well as preparing for the mid-year check-in and end-of-year review. Notes entered by employees are visible to their supervisor; however, the supervisor notes are not visible to the employee.

1. Click on **"View Team"** on the left side of your screen.

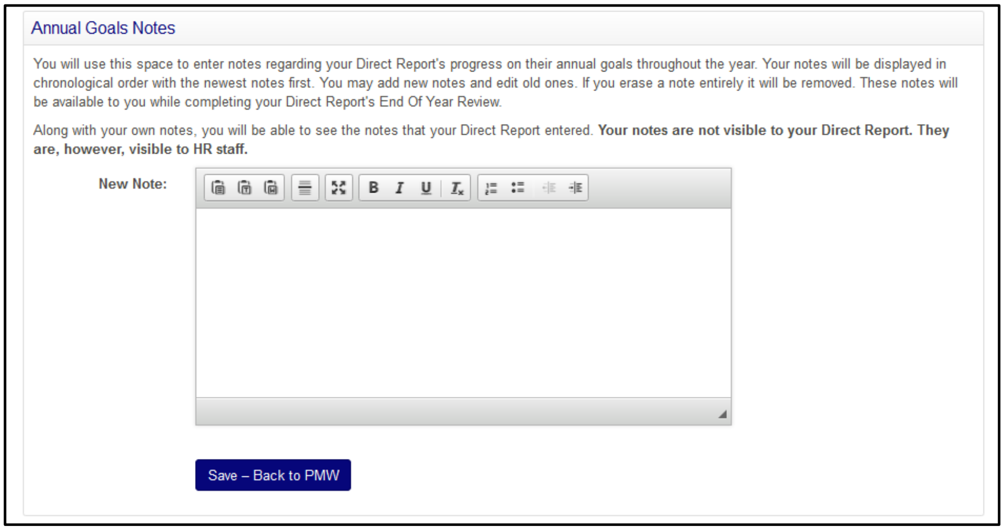
2. Click the **"Notes"** button under the PMW for the employee that you would like enter a note.



3. Then click on the PMW component in which you would like to add a note.



4. For example, by clicking on the blue **"add/edit notes"** button under Annual Goals, you will be provided a text box in which to enter your new note. Enter your note then hit the "Save-back to PMW" button.



The Mid-Year Check-In

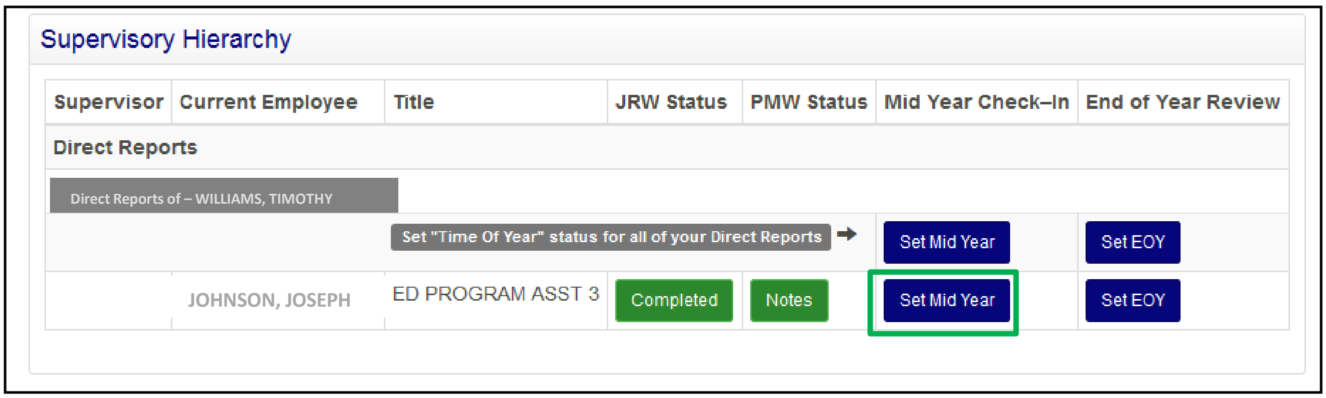
The Mid-Year Check-In is an important part of the performance management cycle and helps you monitor your employee's performance and progress. It is an opportunity to share your observations, re-iterate expectations and update goals if necessary.

In addition to the beginning-of-year and the end-of-year discussions, the Mid-Year Check-In is the only required performance management conversation. **However, you are encouraged to meet more frequently with your employee throughout the year to discuss their performance.**

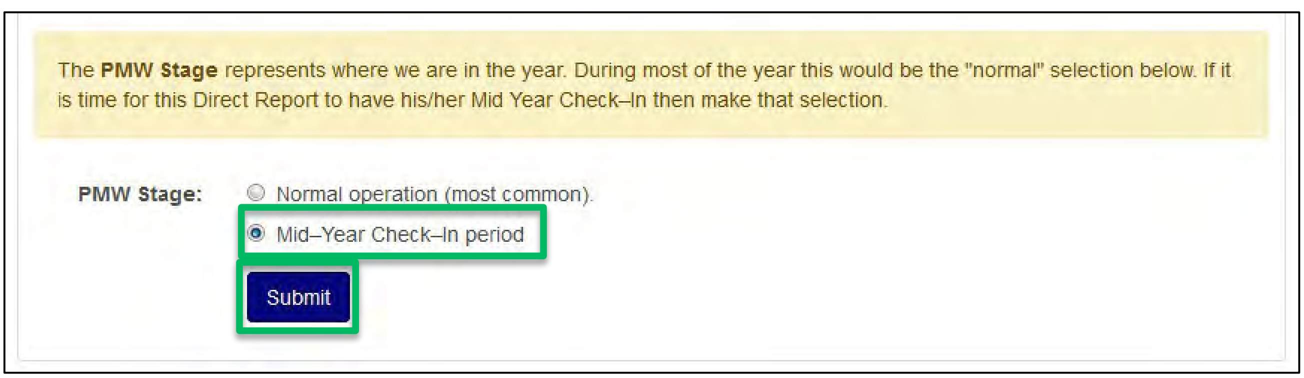
You and your employee will both acknowledge the date that the Mid-Year Check-In occurred within the YOU@PSU online tool. You may both enter notes that will be accessible for preparing the end-of-year review.

The supervisor begins the acknowledgement process after the meeting:

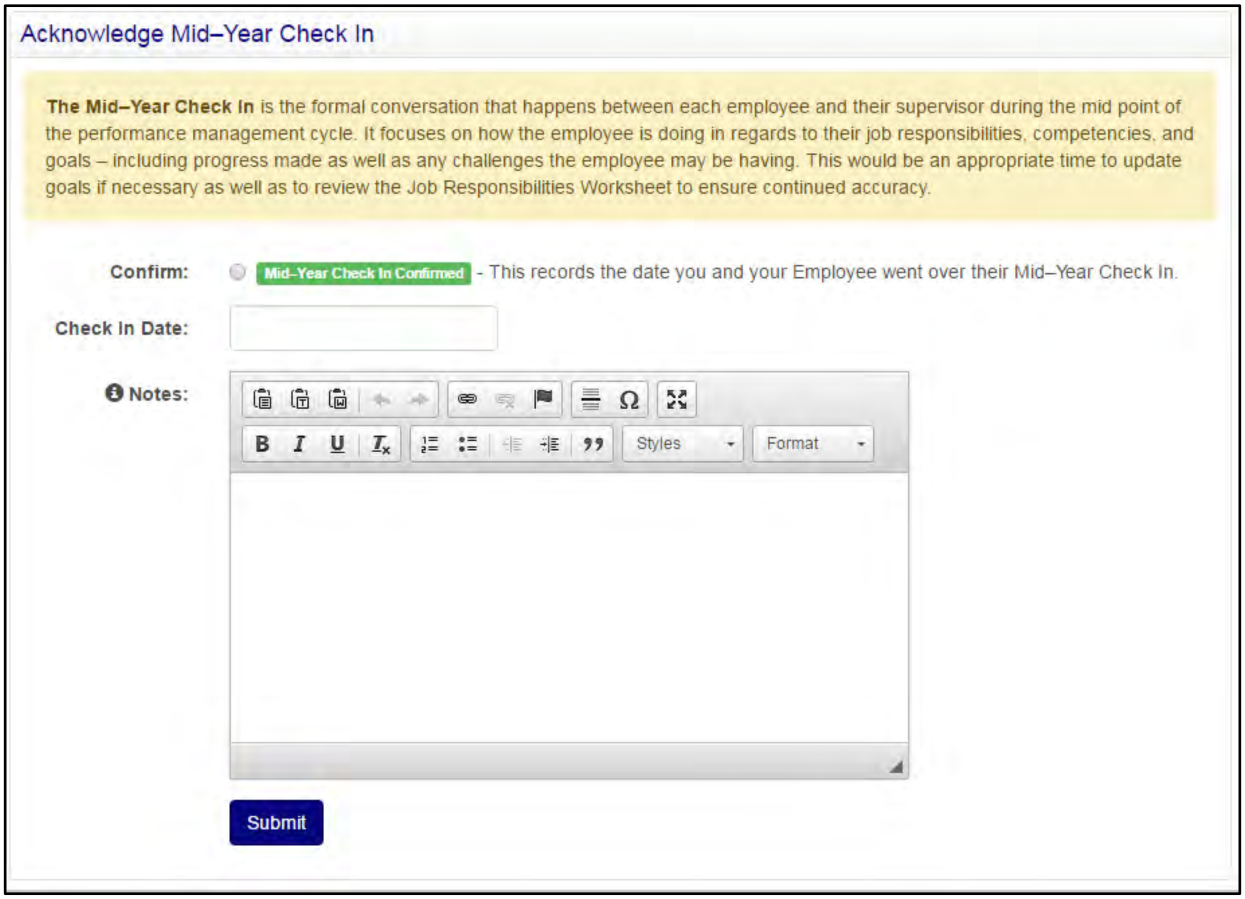
1. Log in to the YOU@PSU system: [you.psu.edu](you.psu.edu)
2. Click on **"View Team"** on the left side of your screen.
3. Click on the blue "**Set Mid Year**" button next to the employee's name (or, if everyone is ready—click on the button at the top to set it for all of your direct reports).



4. Change the **PMW Stage** to "**Mid-Year Check-In period**" and click "**Submit.**"



5. Click on the bubble to the left of the green **"Mid-Year Check-In Confirmed"** area found under the **"Acknowledge Mid-Year Check-In"** heading, add the date that the Mid-Year Check-In occurred and your notes, then click "**Submit**." (**IMPORTANT**: It must be a date in the past) Your employee will receive an email from the system asking them to go in and acknowledge the Mid-Year Check-In, as well.



Congratulations, you are now done with the Mid-Year Check-In portion of the YOU@PSU process! The Mid-Year Check-In button will turn green and reflect the date the conversation occurred.

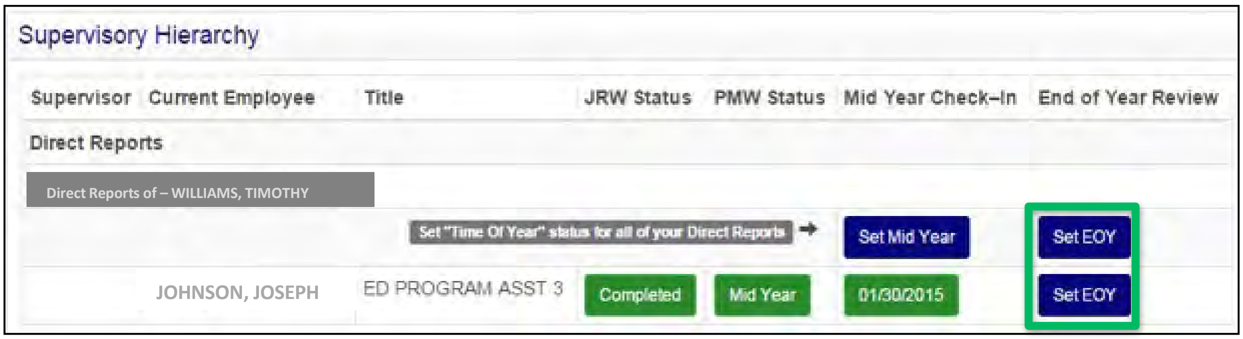
IMPORTANT: These YOU@PSU steps MUST be completed in this order or you will not be able to acknowledge the Mid-Year Check-In:

a. JRW completed and approved
b. PMW completed and approved
c. Mid-Year "set" by supervisor
d. Employee & supervisor acknowledge Mid-Year Check-In & enter notes

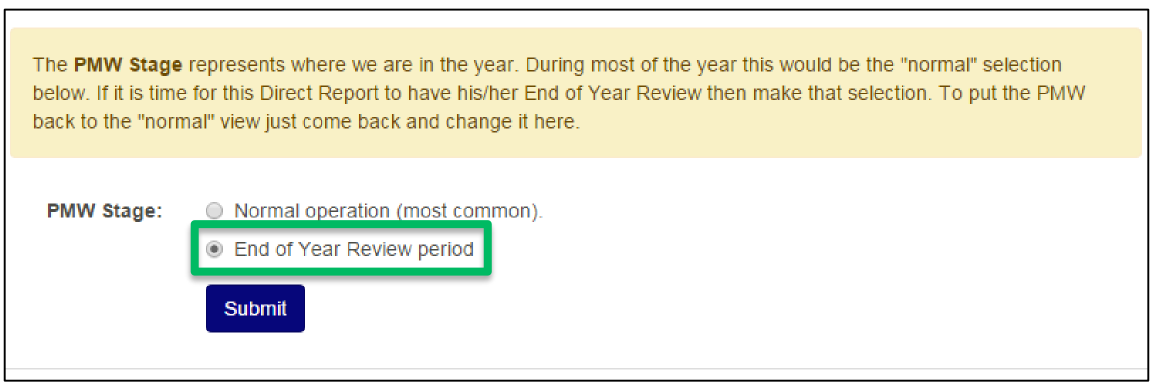
If you have any questions regarding how to complete the Mid-Year Check-In—or how to use the YOU@PSU online tool to acknowledge that the conversation happened, please reach out to the YOU@PSU support team by calling 814-867-5904 or emailing you@psu.edu.

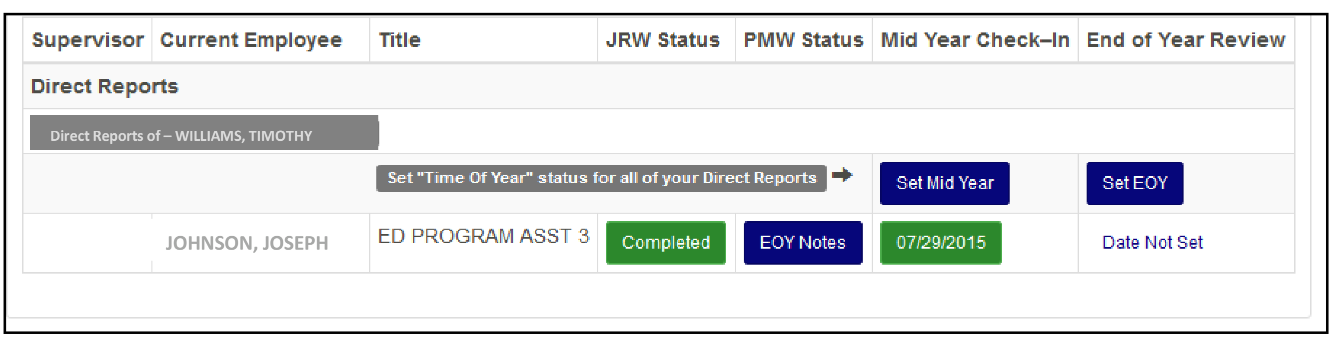
Preparing for the End-of-Year Review with Your Employees

1. Sign into the YOU@PSU system by going to [you.psu.edu](you.psu.edu)
2. Click on your "View Team," tab found in your gray "home" menu on the left side of your screen.
3. Locate the direct report that you would like to begin writing the end-of-year review for and click on the blue "Set EOY" button next to their name (or, if everyone is ready- click on the blue "Set EOY" button above all of the names to set for all of your direct reports at once). **Remember that both the JRW and PMW buttons must be green (i.e. approved) in order for you to move your employees into the End-of-Year Review stage.**



4. Update the PMW Stage to "End of Year Review period" and click "Submit." Now, your employee(s) will be able to go in and complete their End-of Year notes (i.e. self-assessment) **AND** you will be able to begin writing their draft end-of-year review.





5. Go to your Team table and click on the blue PMW status button labeled "**EOY notes**" of the individual for whom you would like to begin writing the review. By doing so, you will be taken to their Performance Management Dashboard, where you will see the blue buttons for each of the areas that you have the opportunity to provide input:

   - Annual Goals (provide input and a rating for each goal)

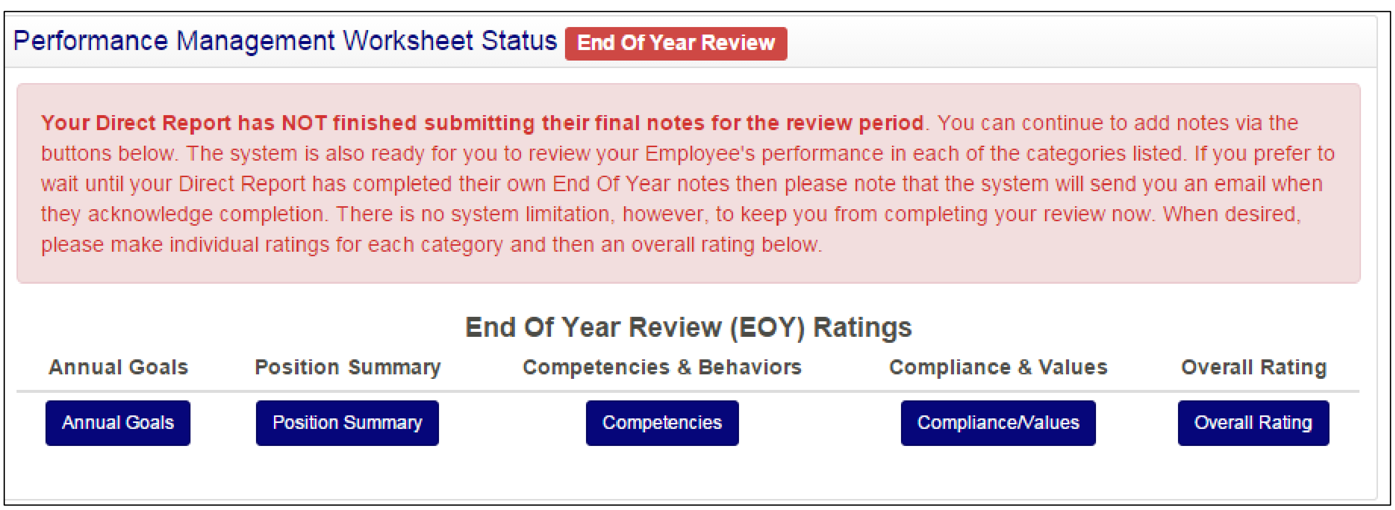
   - Position Summary (provide collective input and a rating, not per primary duty)

   - Competencies (provide input and a rating for each competency)
     - Position Specific Competencies & Behaviors
     - Unit-Specific Competencies & Behaviors, if applicable

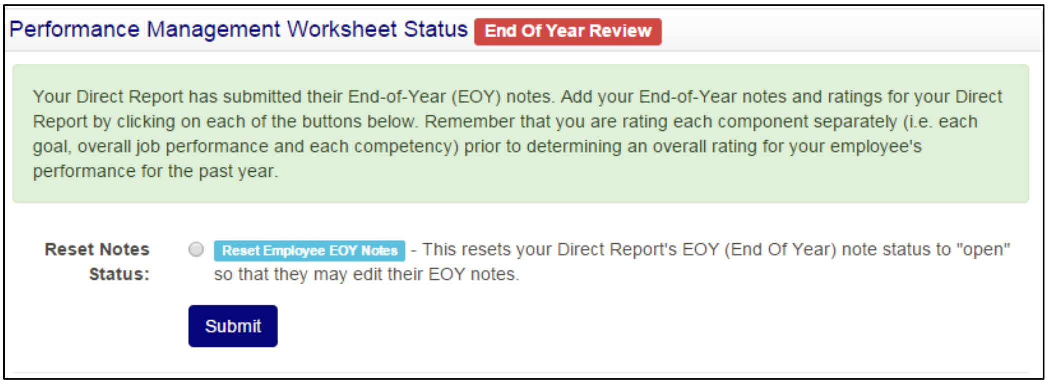
   - Compliance/Values employee acknowledgement statements (provide input and an optional rating for the compliance obligations)
     - I have read and understand the Penn State Values and my obligations under AD88: Code of Responsible Conduct
     - I understand my compliance obligations and have completed the associated required compliance training(s) for my position.

Your feedback could include specific examples of progress that they've made, significant achievements and professional development activities as they relate to each component.

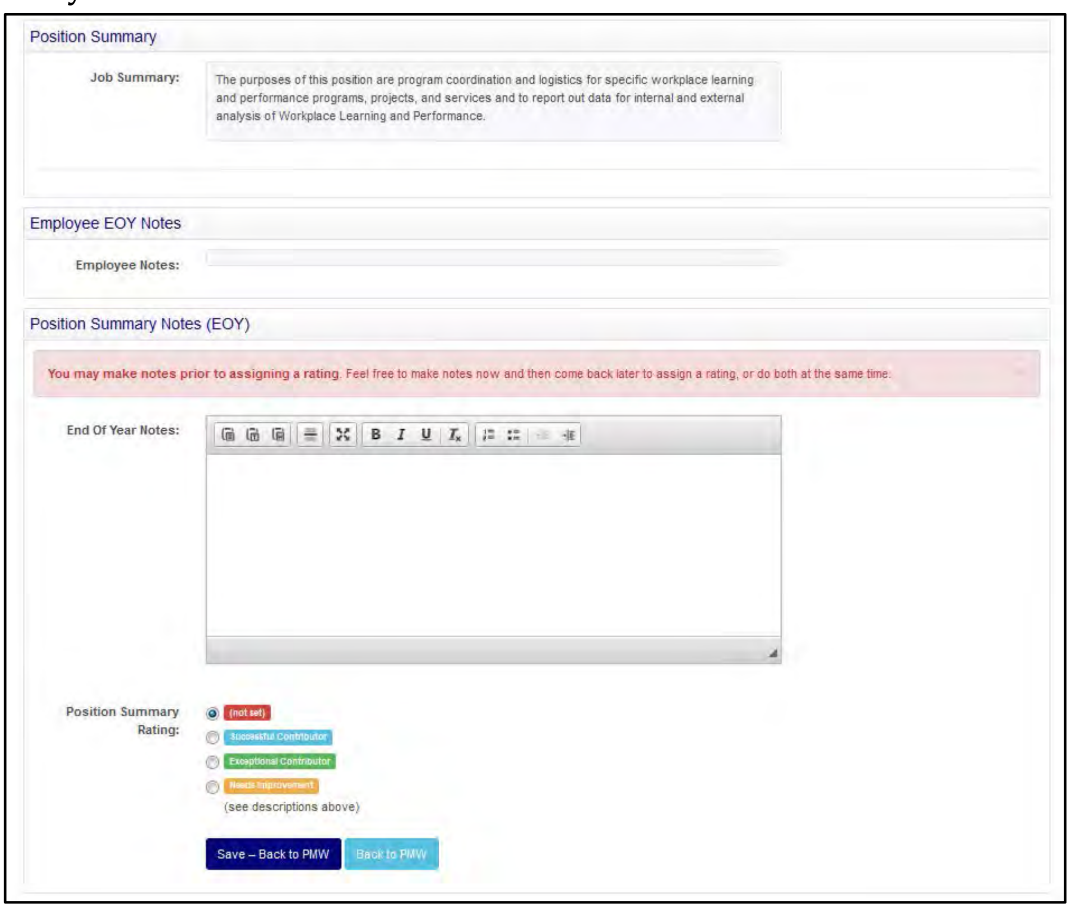
IMPORTANT: Once saved in the system, your notes will be viewable by your HR Representative, core members of OHR leadership and your supervisor (and anyone in the reporting chain above). Your notes will NOT be viewable by your direct reports until you choose to "share" them.



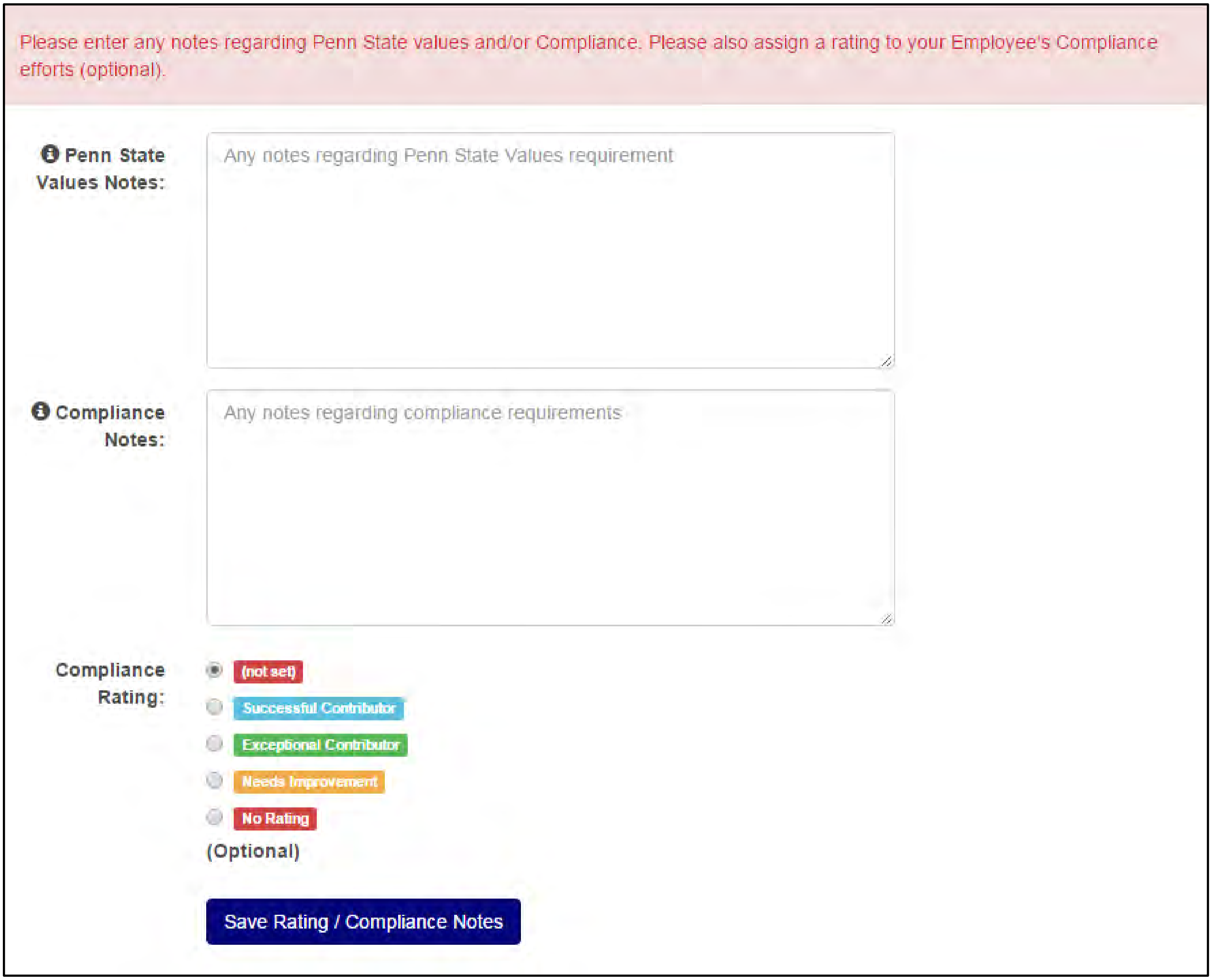
When your employee submits their End-of-Year notes (i.e. self-assessment) the message will reflect that in the green Performance Management Worksheet Status. As the supervisor, you have the ability to re-set their End-of-Year notes, just in case they would like to edit their notes and re-submit.



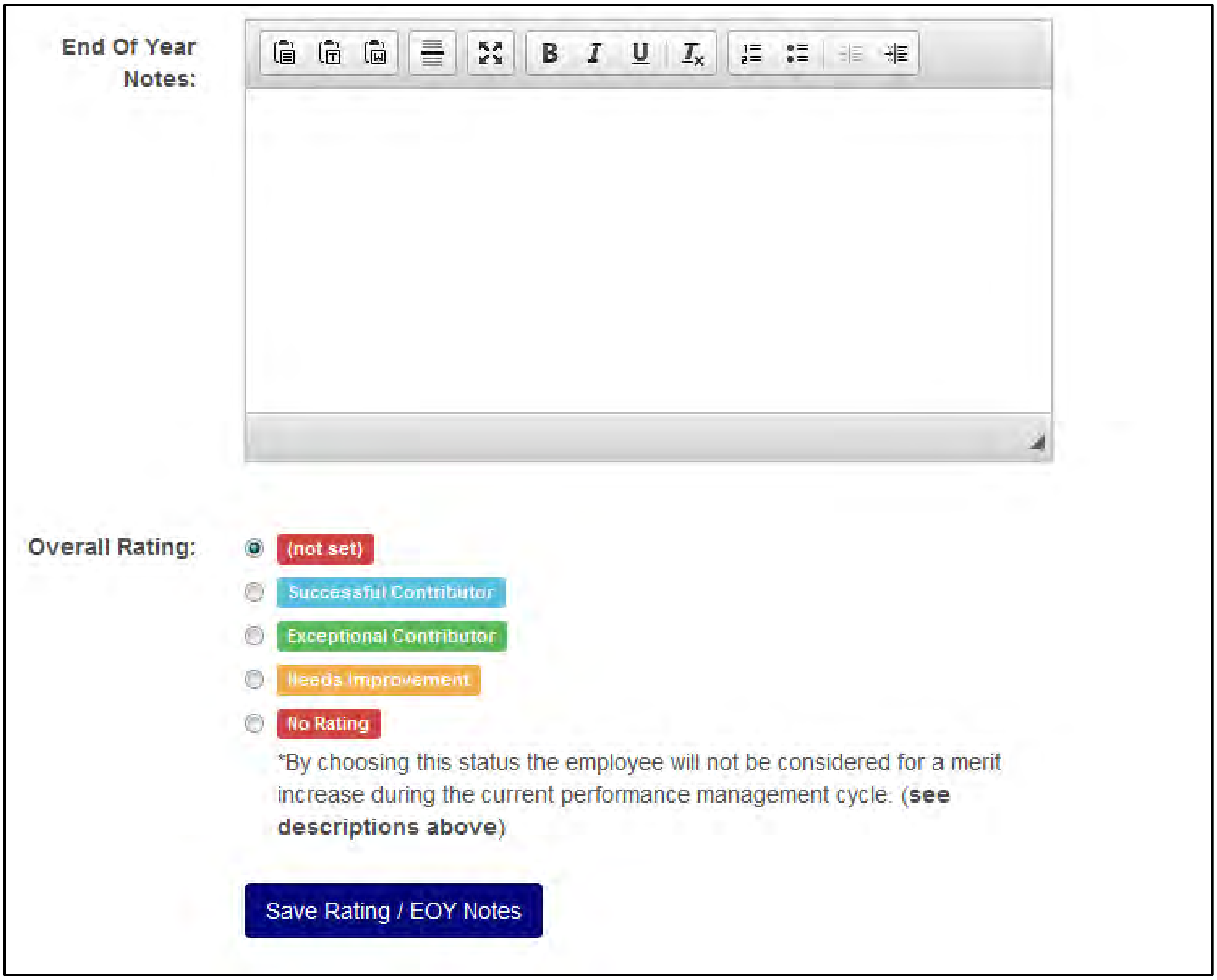
6. Click on each one of the blue buttons to add/edit the notes for the End-of-Year review, as well as to assign ratings for each component. If you had entered notes throughout the year, they are available by scrolling down a bit. Each note will be labeled with the date you entered it. You also have access to all of the notes that your direct report entered—both their End-of-Year notes (i.e. self-assessment) and their ongoing notes throughout the year, if they entered any. You can copy and paste any previously entered notes into the End-of-Year notes area, or just use them as a reference point. **IMPORTANT! After adding your notes and assigning component ratings, you must hit the "Save- Back to PMW" button to ensure that your work is saved!**



Below is the area that opens when you click the blue Compliance/Values button in the End-of-Year notes. Feel free to add comments and to offer an optional rating for your employee's Compliance efforts this year. The employee acknowledgement statements for the Penn State Values and Compliance Obligations are available for your review by hovering over the information icons.



7. Once you have completed your comments and ratings for each of the components (annual goals, position summary, competencies and values/compliance), you will then assign an Overall Rating, using the University-wide guidelines provided in the table, as well as your Unit's Overall Ratings guidelines, if provided. A final End-of-Year Notes box is provided for you to offer any additional comments. **IMPORTANT! After adding your notes and assigning the overall rating you must hit the "Save Rating" button to ensure that your work is saved!**



If you have more than one direct report, go back to your home page, click on your View Team link and choose another direct report.

Once you have completed your preparation as a supervisor for the end-of year review, you are now ready to participate in the calibration process as described on the next page.

(**IMPORTANT**: You will hear from your HR Representative and/or leadership team about this step if your department/unit is participating in the calibration process this year.)

Ratings Calibration (Supervisors)

Steps for the Ratings Calibration process include:

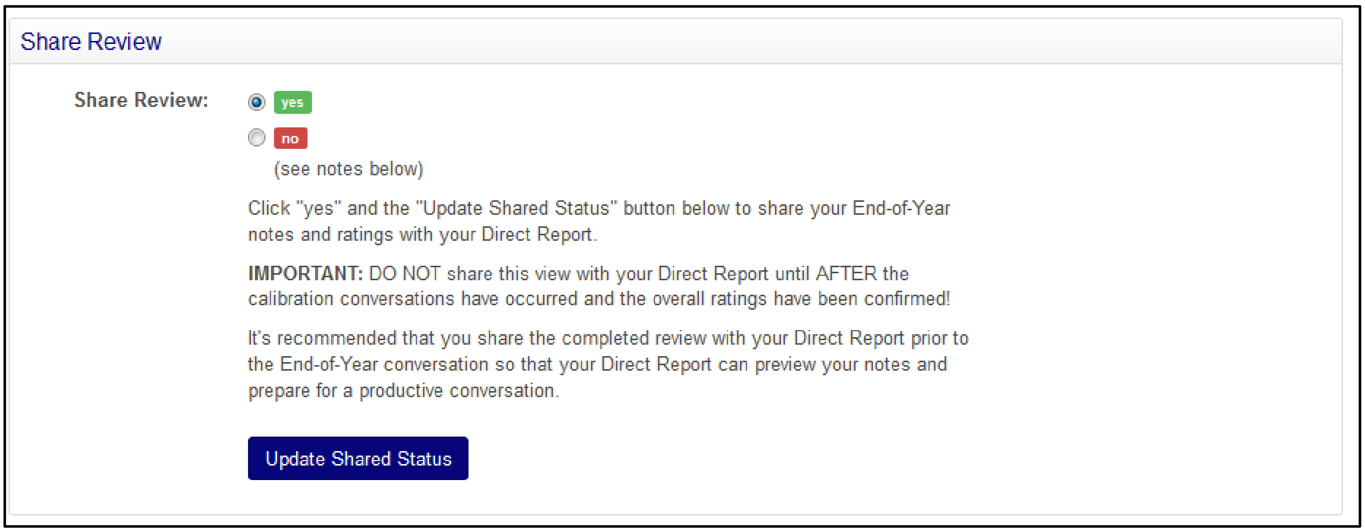
1. Each supervisor reviews and summarizes performance feedback for their staff members.
2. Supervisors will meet and discuss the performance of their staff members during a ratings calibration session.

Note: Guidance will be provided during the ratings calibration meeting, which will be co-facilitated by your HR Representative and/or a member of the Workplace Learning & Performance team.

Instructions for Supervisors:
Participating in the End-of-Year Conversation

The end-of-year conversation is a critical element of the performance management process. It serves as a review of the year as well as a starting point for each employee's future growth and development in order to make progress in their performance and career.
Steps for the End-of-Year Conversation include:

1. Schedule time for the End-of-Year conversation.
2. In order to help a direct report prepare for the conversation, you may choose to "share" the End-of-Year review document with them to read prior to the conversation by selecting "yes" in the Share Review area in the YOU@PSU online system (located directly below where the overall rating was given).



3. During the conversation, both you and your direct report will actively participate by discussing each area of the review in detail, including sharing specific examples and taking the time to gain mutual understanding. Use the "show summary" feature to see the review in its entirety (including each component, the direct report's End-of-Year notes, the supervisor's End-of-Year notes, each component's ratings and the overall rating and notes.)

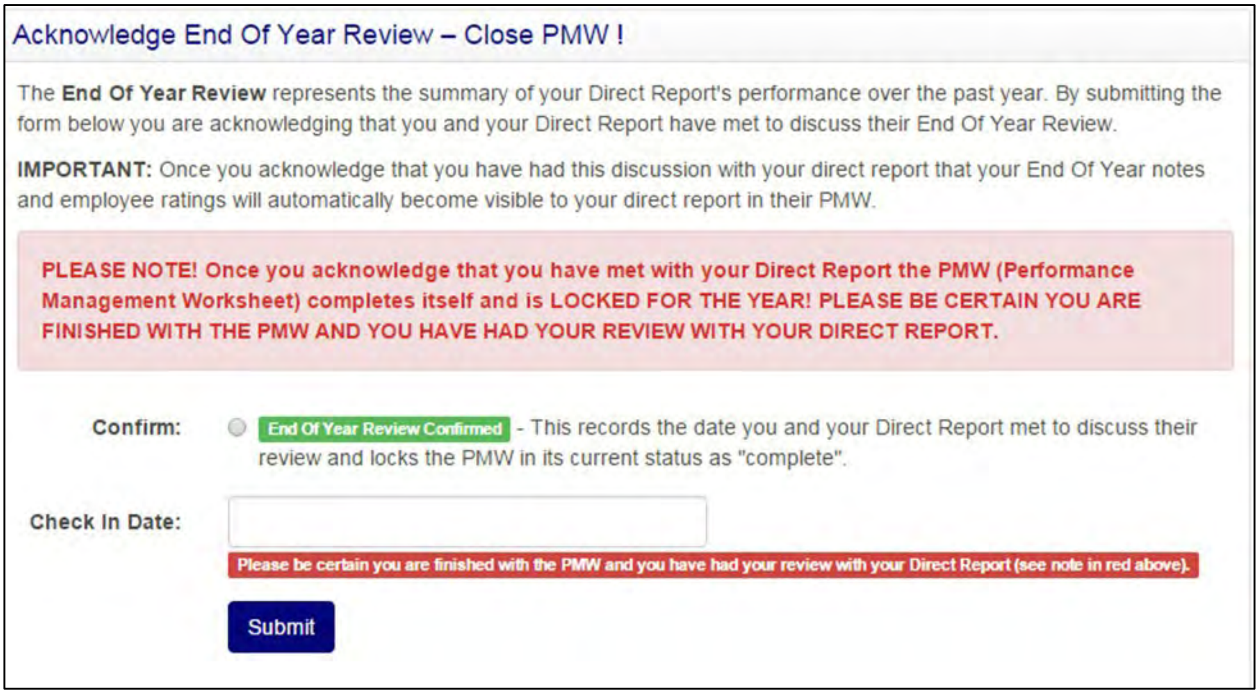
   IMPORTANT: Please be sure to include the Ethics & Compliance topics in the conversation that focus on the following employee acknowledgements:

- I have read and understand the Penn State Values and my obligations under AD88: Code of Responsible Conduct.
- I understand my compliance obligations and have completed the associated required compliance training(s) for my position.

For more information and talking points, please refer pages 39-40 of this guide.

4. Lastly, once the discussion occurs, you will update your direct report's PMW with any agreed upon changes, share the document and then both parties will be asked to acknowledge that the End-of-Year conversation occurred and that an overall rating was given/received.

This step is found in the direct report's Performance Management Worksheet area, directly below the "Share Review" area:



Acknowledge End Of Year Review – Close PMW !

The **End Of Year Review** represents the summary of your Direct Report's performance over the past year. By submitting the form below you are acknowledging that you and your Direct Report have met to discuss their End Of Year Review.

IMPORTANT: Once you acknowledge that you have had this discussion with your direct report that your End Of Year notes and employee ratings will automatically become visible to your direct report in their PMW.

PLEASE NOTE! Once you acknowledge that you have met with your Direct Report the PMW (Performance Management Worksheet) completes itself and is LOCKED FOR THE YEAR! PLEASE BE CERTAIN YOU ARE FINISHED WITH THE PMW AND YOU HAVE HAD YOUR REVIEW WITH YOUR DIRECT REPORT.

Confirm: End Of Year Review Confirmed - This records the date you and your Direct Report met to discuss their review and locks the PMW in its current status as "complete".

Check In Date:

Please be certain you are finished with the PMW and you have had your review with your Direct Report (see note in red above).

Submit

VERY IMPORTANT: Once both parties hit the "submit" button confirming that the End-of-Year review occurred (including entering the date), the Performance Management Worksheet will lock.

Please be 100% sure that you are truly finished making any edits or changes to the ratings prior to hitting the submit button!

Congratulations! You and your employee successfully completed the performance management cycle.

NOTE: If for any reason you need to re-open the end-of-year review, you may do so for a limited time by clicking on the yellow "Open PMW" button then hitting "Submit."

You and your employee will discuss the changes and then complete the acknowledgement stage again prior to closing the Performance Management Worksheet.

YOU@ PSU End-of-Year Conversation:

Ethics and Compliance Employee Acknowledgement Statements

I HAVE READ AND UNDERSTAND THE PENN STATE VALUES AND MY OBLIGATIONS UNDER AD88: CODE OF RESPONSIBLE CONDUCT.

Values Conversation Talking-Points

- How has the value of__________formed and motivated my work, goals, and daily work activities?
- What can I do to strengthen my commitment to the value of_____________in my daily work activities?
- Has our unit provided a work environment that allows me to strive for the value of_______? Why or why not?

Values Resources

- Penn State Values webpage: http://universityethics.psu.edu/penn-state-values
- Penn State Values statement: http://universityethics.psu.edu/penn-state-values
- Dr. Barron's email: http://www.psu.edu/ur/newsdocuments/Values_email_Jan_18.pdf
- Dr. Barron video: http://news.psu.edu/video/387792/2016/01/17/penn-state-values-message-our-community
- Examples of the Values in-action: https://universityethics.auth.abs.vmhost.psu.edu/examples-action
- Values Q&A: http://news.psu.edu/story/389666/2016/01/27/penn-state-values-faqs
- Additional conversation talking-points: http://universityethics.psu.edu/conversation-starters

AD88: Code of Responsible Conduct

- AD88 is the University code of conduct for all employees. It is a brief summary of the University's expectations for employee conduct in:
  - Legal and Policy Compliance
  - Conflict of Interest
  - Accuracy of Records
  - Reporting Misconduct
  - Non-Retaliation
- Policy: http://guru.psu.edu/policies/AD88.html
- *Conflict of Interest*: Any situation that creates a real or appearance of risk that a person's professional judgement or actions at the University may be unduly influenced by an outside interest (e.g., personal gain, financial interests, family or friends' interests, professional gain or influence, gifts and entertainment, etc.)

I UNDERSTAND MY COMPLIANCE OBLIGATIONS AND HAVE COMPLETED THE ASSOCIATED REQUIRED COMPLIANCE TRAINING(S) FOR MY POSITION.

- All employees should have completed *Building a Safe Penn State: Reporting Child Abuse*

- Other employees may be required to take other compliance training, based on their specific job responsibilities. These may include, among others:
  - Campus Security Authorities (CSA)
  - PA Mandated Reporters
  - Title IX Confidential Employees
  - Environmental Health and Safety
  - Export Controls
  - FERPA
  - HIPAA
  - NCAA
  - Privacy
  - Office of the Corporate Controller
  - Office of Research Protections

- It is recommended that positions that have specific compliance obligations and require compliance training (other than those required of all employees) be noted as such in the JRW.

- Completion of trainings may be confirmed via employee-provided certifications, contacting your HR representative, or contacting the office responsible for the training.

- Some compliance designations are explained at http://universityethics.psu.edu/feature/understanding-compliance-designations