eAppraisal
Administrator Guide

Version 10.0
Issue 1

www.halogensoftware.com
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Preface

Purpose

The Halogen eAppraisal application is part of Halogen's Talent Management Suite of Web-based talent management software solutions. Halogen eAppraisal can be used to create and modify employee appraisals, assessments, generate reports, create and monitor goals and development plans, and much more.

The purpose of the Halogen eAppraisal Administrator Guide is to familiarize users with the application and provide information on the various features and functionality used to manage and participate in an appraisal process.

Audience

The Halogen eAppraisal Administrator Guide is intended for end users such as administrators and human resources representatives.

This Administrator Guide assumes that you have a basic knowledge and understanding of Windows applications, and Web browsers. Great depth of knowledge is not required, but it would be helpful to understand basic Windows terminology, such as double-clicking, menu bars, links, and dialog boxes.

Graphics

The appearance of graphics found in this document may vary from your site, depending on your site’s customization of Halogen’s Suite of applications, its configuration, and the operating system used.

The operating system used to create this document was Windows XP. The default configuration of Halogen’s Suite was applied.
**Typographic Conventions**

Typographic conventions make written material easier to understand by helping to identify the type of information being presented. This document uses the conventions listed in the following table.

<table>
<thead>
<tr>
<th>Convention</th>
<th>Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fonts</td>
<td>The main body of this guide uses the Times New Roman (serif) font for print, and Arial (sans serif) for online versions. The labelling of graphics in this guide uses the Arial (sans serif) font.</td>
</tr>
<tr>
<td>Bold</td>
<td>The use of <strong>Bold</strong> text highlights items you can select in Halogen’s interface, including buttons, tabs and menu selections. Also used in the identification of dialog boxes, windows, and specific application terms.</td>
</tr>
<tr>
<td>Red Italic</td>
<td>The use of <em>Red Italic</em> text indicates that there is a link to another section of the document that pertains to the text being read. When you click on the link, the related text is displayed. The online Help version uses “Blue” links.</td>
</tr>
<tr>
<td>Italic</td>
<td>The use of <em>Italic</em> text indicates a book title, product names, variables and highlights important terms and or information.</td>
</tr>
</tbody>
</table>

**Using Halogen’s Documentation**

The *Halogen eAppraisal Administrator Guide* contains information about the tools and commands of the application.

A printable version of the *Administrator Guide* is available in PDF format on the *Halogen* product CD. If you view the Guide electronically, active links are present to allow for navigation through the document to assist you in finding desired information.

*Halogen’s Suite* of applications also includes complete documentation in an HTML-based Online Help version, which can be accessed within the application. To launch the Online Help, click the “Help” link located in the top right corner of most screens.
Chapter 1

Welcome to eAppraisal

Chapter Scope

This section introduces the Halogen eAppraisal application, a Web-based option in Halogen’s Talent Management Suite. You will be provided with a summary of the Halogen eAppraisal application functions and features.

The section topics are as follows:

• “Halogen eAppraisal Overview” on page 2
• “What is an Appraisal Process?” on page 3
• “Access Rights and Privileges” on page 4
Halogen eAppraisal Overview

*Halogen eAppraisal* is an award winning Web-based system that simplifies and enhances the entire employee performance appraisal process. Its extensive authoring aids and point-and-click simplicity dramatically improve HR and line manager productivity, resulting in professional quality reviews in a fraction of the time. Specifically, *Halogen eAppraisal:*

- automates every aspect of appraisal processes within your organization.
- delivers the right forms to the right people at the right time.
- supports a variety of appraisals—scheduled, anniversary, project and interim.
- supports an unlimited number of appraisal forms with extensive configuration options.
- provides complex scoring options and weighting measures.
- supports real-time status with a Dashboard graphic view.

If you are using the *Halogen eAppraisal Healthcare* version of the *Halogen’s Talent Management Suite*, the features and functionality remains the same. However to create medical-based appraisals the addition of a medical dictionary, health care-specific forms libraries and authoring aids have been included. Specific capabilities for meeting regulatory and accreditation criteria such as those of JCAHO, OSHA, ACHA, and others can also be incorporated into your automated employee appraisal solution.

eAppraisal Features

*Halogen eAppraisal* was selected by your organization to possibly improve an existing paper-based employee performance appraisal system. It can streamline the process for all involved and provide managers at all levels with greater visibility into the day-to-day execution of corporate strategies and ensure employees are provided with consistent and professional evaluations. The following list identifies some of the *Halogen eAppraisal* features:

- On-Target Goal Management
- Competency Management
- Career and Development Planning
- Year-Round Journal Notes
- Line Manager Tools and Authoring Aids
- Flexible Forms
- Configurable Automated Workflow
- Configurable Automated E-mail Reminders
What is an Appraisal Process?

An Appraisal Process is used to capture, measure, and manage an employee’s progress and/or performance on the job during a predetermined time frame. Your company may refer to an Appraisal Process as Reviews, or Evaluations.

With the *Halogen eAppraisal* application you can participate in one or more of the following types of Appraisal Processes:

- **Scheduled**—can be initiated at any given time, and is not bound by anniversary or quarterly time frames.
- **Anniversary**—usually completed once per year, dates are predefined and can vary for each employee and or departments.
- **Interim**—can be initiated on a quarterly basis, or reflect probation time frames.
- **Project**—can be initiated at any time, and these project based evaluations can occur more than once within the same appraisal process. Project members are evaluated by project leaders and these project reviews can then provide prompt feedback.

While every company is different, the following example illustrates a commonly used Annual Performance Appraisal Process workflow.

<table>
<thead>
<tr>
<th>Participant</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Rep</td>
<td>Prepares the Appraisal Form and sets up employee notification by e-mail with Username and Password information.</td>
</tr>
<tr>
<td>Employee</td>
<td>Logs into eAppraisal and completes the Self-Appraisal Form online.</td>
</tr>
<tr>
<td>Manager</td>
<td>Reviewing Manager(s) completes the Appraisal Form.</td>
</tr>
<tr>
<td>HR Rep</td>
<td>Reviews and approves the Appraisal Form.</td>
</tr>
<tr>
<td>Manager</td>
<td>Meets with Employee and reviews the Appraisal Form.</td>
</tr>
</tbody>
</table>
Chapter 1: Welcome to eAppraisal

Access Rights and Privileges

Every employee of an organization is entered into the User Center. They are then assigned roles which will enable them to access various elements of the application and designated employee information. Various access rights and privileges are associated with the assigned roles.

It is critical to ensure security for all participants, and that all information collected in an Appraisal Process is kept confidential. Therefore, only Super Users will have complete access to all users and their data. Super Users also have the ability to assign or revoke access to Appraisal Processes at any time.

While every company is different, the following table illustrates different users and a variety of roles with associated access rights and/or privileges within the Halogen eAppraisal application.

Table 1-1  A Typical Annual Performance Appraisal Process Workflow

<table>
<thead>
<tr>
<th>Participant</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
<td>Reviews, and may add final comments, and then Signs-off on the Appraisal.</td>
</tr>
<tr>
<td>Manager</td>
<td>Signs-off on the Appraisal.</td>
</tr>
<tr>
<td>HR Rep</td>
<td>Signs-off on the Appraisal.</td>
</tr>
</tbody>
</table>

Table 1-2  A Quick Glance at Access Rights and Privileges

<table>
<thead>
<tr>
<th>Roles</th>
<th>Access Rights and Privileges</th>
</tr>
</thead>
</table>
| Super User    | This user can create new Processes and has complete access to all Processes.  
                | They can assign roles and grant access rights and privileges to all users and participants, with complete access to all employee information.  
                | A Super User role is usually filled by an HR employee. |
| Administrator | This user can create new Appraisal Processes.  
                | They have access to Processes they have created and Processes they have been granted access to, with access to employee information. An Administrator role is usually filled by an HR employee.  
                | **NOTE:** Revoking this role from a user will remove the user as administrator from any eAppraisal Processes they were assigned to. |
| HR Administrator | This user must be assigned into an Appraisal Process.  
                   | They have limited (configurable) access to assigned Processes and participants, with limited access to employee information. |
Table 1-2  A Quick Glance at Access Rights and Privileges

<table>
<thead>
<tr>
<th>Roles</th>
<th>Access Rights and Privileges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participant</td>
<td>This user is usually any employee that is being evaluated. They have access to their Personal Pages, and manage their Journal Notes. They are responsible for completing their Self-Appraisals.</td>
</tr>
<tr>
<td>Manager (First Level)</td>
<td>This user is responsible for managing their direct reports. They review employee Self-Appraisals, write up performance Appraisals, review Appraisals with the employee and will sign-off on the Appraisal Form.</td>
</tr>
<tr>
<td>Project Leader</td>
<td>This user is responsible for evaluating members of their project. This role is only available when using Project Processes. This role performs many of the same activities as a manager. They may assign Forms, review member’s Self-Appraisals, write up performance Appraisals, review Appraisals with the project member, and sign-off on the evaluation.</td>
</tr>
<tr>
<td>Manager (Higher Levels)</td>
<td>This user is responsible for managing First Level Managers. There can be up to four (4) levels of Managers which may or may not be required to perform tasks or sign-off on Appraisals dependent on the Process and your organization’s hierarchy.</td>
</tr>
<tr>
<td>HR Representative</td>
<td>This user can be assigned as a part of an Appraisal Process. They may or may not be required to assign Appraisal Forms, select Manager’s list of direct reports, review and or provide sign-off approval on Appraisals.</td>
</tr>
</tbody>
</table>
Chapter 2

Appraisal Center

Chapter Scope

This section describes the Appraisal Center and provides some high level tasks you can perform on an appraisal process.

The section topics are as follows:

• “About the Appraisal Center” on page 8
• “Creating an Appraisal Process” on page 9
• “Creating Duplicates of an Appraisal Process” on page 13
• “Opening an Appraisal Process” on page 14
• “Closing an Appraisal Process” on page 15
• “Sorting and Filtering Appraisal Processes” on page 15
• “Deleting an Appraisal Process” on page 16
• “Viewing the Process Details” on page 17
• “Setting Up a Multiple Language Process” on page 17
About the Appraisal Center

The Appraisal Center presents a list of all Appraisal Processes. The following information is presented:

- **Title** of the Appraisal Process
- **Status** of the Appraisal Process - In Progress or Closed
- **Process Type**: Scheduled, Anniversary, Interim, Project or Library
- **Start Date** and **End Date** of the Appraisal Process
- Total Appraisals to be completed
- Total Appraisals completed
- A link to the Process Details - which allows you to edit the details of the process (i.e. forms, employee lists, dates)
- A link to Close or Delete the Process
- A link to Status Report of the Appraisal Process
- A link to Duplicate the process

From the Appraisal Center, you can:

- Create appraisals
- Filter your list of appraisals. You may filter your list of appraisals by selecting the type of process, the process status, libraries or archived processes only.
- View the Detailed Status Report of the Appraisal Process
- View the Dashboard for an Appraisal Process
- Open and Close Appraisal Processes
- Create Duplicates of the Appraisal Process

Within an Appraisal Process you can:

- Manage the list of Participants in the Appraisal Process
- Assign Forms
- Set up Individual and Automatic Reminders
• Run Reports
• View the Dashboard

Creating an Appraisal Process

There are four types of Processes, and the Library that you can select from to create your Appraisal Processes.

• “The Scheduled Process” on page 9
• “The Anniversary Process” on page 10
• “The Interim Process” on page 11
• “The Project Process” on page 12
• “The Library” on page 12
• “To Create an Appraisal Process” on page 13

The Scheduled Process

A Scheduled process can be administered at any given time. It is not bound by anniversaries or quarterly time frames.
The Anniversary Process

An Anniversary process can be setup to be administered using milestone due dates.

<table>
<thead>
<tr>
<th>Process Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Appraisal Due Date:</td>
</tr>
<tr>
<td>Begin Appraisal Steps:</td>
</tr>
<tr>
<td>Cycle Length:</td>
</tr>
<tr>
<td>End Date:</td>
</tr>
<tr>
<td>Due Date Based On:</td>
</tr>
<tr>
<td>hire date</td>
</tr>
<tr>
<td>last promotion date if available, otherwise hire date</td>
</tr>
<tr>
<td>last appraisal date including Interim Appraisal</td>
</tr>
<tr>
<td>last appraisal date not including Interim Appraisal</td>
</tr>
<tr>
<td>Calculated Start Date:</td>
</tr>
<tr>
<td>Calculated End Date:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Process Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update Personal Pages:</td>
</tr>
<tr>
<td>Upon entry.</td>
</tr>
<tr>
<td>After all tasks are complete.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Process Defined Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal:</td>
</tr>
<tr>
<td>Manager</td>
</tr>
<tr>
<td>Development Plan:</td>
</tr>
<tr>
<td>Manager</td>
</tr>
</tbody>
</table>

- Allow process defined goals to be linked in Personal/Management Pages.
- Manager must approve goals linked in Personal Pages.
- Do not update last appraisal date and last appraisal score in the User Center for an employee when their appraisal is completed.

| Spell Check: |
| When form is saved |
| When form is completed |

| Language Check: |
| When form is saved |
| When form is completed |
The Interim Process

This appraisal process is administered on an interim basis. For example, if an employee started in September, you might not want to include them in your yearly process that starts in December.

<table>
<thead>
<tr>
<th>General</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of Process:</td>
</tr>
<tr>
<td>□ Scheduled</td>
</tr>
<tr>
<td>□ Anniversary</td>
</tr>
<tr>
<td>□ Interim</td>
</tr>
<tr>
<td>□ Project</td>
</tr>
<tr>
<td>□ Library</td>
</tr>
<tr>
<td>□ This process is archived</td>
</tr>
<tr>
<td>Title:</td>
</tr>
<tr>
<td>Administrator Access List:</td>
</tr>
<tr>
<td>Description:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Process Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Appraisal Due Date: 2009/01/01</td>
</tr>
<tr>
<td>Length of Interim Period: 12 months after</td>
</tr>
<tr>
<td>Due Date Based On:</td>
</tr>
<tr>
<td>□ hire date</td>
</tr>
<tr>
<td>□ last promotion date</td>
</tr>
<tr>
<td>□ last promotion date if available, otherwise hire date</td>
</tr>
<tr>
<td>Begin Appraisal Steps: 21 days before end of interim period</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Process Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update Personal Pages:</td>
</tr>
<tr>
<td>□ Upon entry.</td>
</tr>
<tr>
<td>□ After all tasks are complete.</td>
</tr>
</tbody>
</table>

Process Defined Elements

Goals and development plans created in a form can be edited (once they appear in the personal pages) by the following persons:

Goal:

- Manager
- Manager & Direct Report
- Prevent Editing

Development Plan:

- Manager
- Manager & Direct Report
- Prevent Editing

- Allow process defined goals to be linked in Personal/Management Pages.
- Manager must approve goals linked in Personal Pages.

Spell Check:  □ When form is saved  □ When form is completed
Language Check:  □ When form is saved  □ When form is completed
Chapter 2: Appraisal Center

The Project Process

Project-based appraisal processes allows Project Leaders to evaluate the individuals that performed on their Project. These evaluations may occur more than once within the same Process and more than one Project can exist within the parent process.

The Library

The Appraisal Process is not completed here. The Library holds information for retrieval during the Appraisal process. When archiving information to the Library, you need to give it a title for later retrieval.

When you create a new Appraisal Process you must select the type of process, then give the it a title, and then provide a date or dates for the process (Scheduled, Anniversary, Interim and Project Processes only). For a Library Process, you only need to provide a title.

You can set up a process in multiple languages. For more information, see “Setting Up a Multiple Language Process” on page 17.
Creating Duplicates of an Appraisal Process

To Create an Appraisal Process

1. In the Appraisal Center, from the left navigator, click the **Create New** link.

2. Click the **Scheduled, Anniversary, Interim, Project** or **Library** radio button.
   

3. Enter a **Title** for the Process.

4. If required, click the **Modify Access List** button to add an Administrator to the process.
   
   For more information, see “Adding an Administrator to the Administrator Access List” on page 32.

5. If required, enter a **Description** for the Process.

6. If you are creating a **Scheduled, Anniversary, Interim** or **Project** process, enter date information as required.

7. Click **Save Changes**.

Creating Duplicates of an Appraisal Process

Your organization may run several Appraisal Processes, all with the same steps, forms, and notification settings. In order to minimize the time required to create Appraisal Processes, you may create duplicates of your processes.

Duplicating a process duplicates the appraisal steps, forms, notification settings and user interfaces. You may also choose to duplicate the Participants alone; the Participants and Form Assignments; or the Participants, Form Assignments, and Optional Competencies Assignments by selecting the appropriate radio button.

If Halogen Job Description Builder is licensed, when duplicating a process containing at least one Job Description (JD) base form you will have an additional option to select participants and job description base forms.

**NOTE:** When duplicating a Project Process you will not have the option to duplicate Participants, Form Assignments or Optional Competencies Assignments. Only the basic process properties may be duplicated such as Steps, Multirater option (when available), and Notifications settings.

When you duplicate a Library Process, you only need to supply a title for the new Library.

You can set up a process in multiple languages. For more information, see “Setting Up a Multiple Language Process” on page 17.
Chapter 2: Appraisal Center

To Duplicate an Appraisal Process

1. In the Appraisal Center, click the **Duplicate** link for the Appraisal Process to be copied.

2. Enter a Title for the duplicate.

3. Click the calendar button(s) to select the Start Date (and an End date for Scheduled Processes) for the duplicate.

4. Select one of the following options:

   **If you...**

   - do not want to duplicate any Participants, Form Assignments, and so on
     - Click the **None** radio button.

   - want to copy the Participant List, Participant Roles (subject, manager, HR Rep) and Relationships (Manager and HR Rep assignments) to the new Process
     - Click the **Participants** radio button.

   - want to duplicate the steps, Multirater options, Notification settings, JD base forms (with all settings) and the Participant Center without form assignments
     - Click the **Participants and Job Description Base Forms** radio button.

   - want to copy all of the Participant options and the Form assignments to the new Process
     - Click the **Participants and Form Assignments** radio button.

   - want to copy all of the Participant options, Form assignments, and optional competencies to the new Process
     - Click the **Participants, Form Assignments, and Optional Competencies Assignments** radio button.

5. Click **Save Changes**.

Opening an Appraisal Process

The Appraisal Process must be Open for participants to access it and begin completing their tasks. The Appraisal Process will not automatically open on the Start Date. You must click the Open link for it to register to open. If you click the link before the start date, the process will still be scheduled to open on the scheduled Start Date.

**NOTE:** Opening a parent Project Process will not cause any of the associated Projects to open. Each child Project must be opened individually.
To Open an Appraisal Process

1. In the Appraisal Center, locate the Appraisal Process to open. If the list is extensive, use the sort option to find the Appraisal Processes you want.

2. Once you have found the required process, click the **Open** link. The Status changes from “Closed” to “In Progress”.

**NOTE:** Participants will not be able to view their Task List for the Appraisal Process until the Start Date, even if the Appraisal Process has been opened. They will be able to view their Personal Pages and Manager Pages (if applicable), at any time.

Closing an Appraisal Process

Once all appraisals have been completed, the Appraisal Process must be Closed. Closing an Appraisal Process prevents Users from further access to the process, and removes it from the Task List of all participants.

There are two ways the Appraisal Process can be closed:

- The process will close automatically on the specified End Date.
- The Appraisal Process can also be closed manually because the process has been completed early.

**NOTE:** Closing a parent Project Process also causes the associated child Projects to close.

To Close a Process Manually

1. In the Appraisal Center, locate the Appraisal Process you want to close. If the list is extensive, use the sort option to find the Appraisal Processes you want.

2. Once you have found the required process, click the **Close** link.

Sorting and Filtering Appraisal Processes

In the Appraisal Center, you may sort the Appraisal Processes by Date or by Title. You may filter your list of appraisals by selecting the type of process, the process status, libraries or archived processes only.
Chapter 2: Appraisal Center

To Sort by Date
You can view all processes by oldest date or by most recent date first.
• In the Appraisal Center, click the Sort by Date link.

To Sort by Title
You can view all processes starting with numeric titles first, or alphabetically.
• Click the Sort by Title link.

To Sort Using the Show Option Filter
1 Click the Show link.
   The Show option enables you to filter on the following process types:
   • All Processes
   • In Progress Processes
   • Closed Processes
   • Scheduled Processes
   • Anniversary Processes
   • Interim Processes
   • Project Processes
   • Library Processes
   • Archived Processes

2 From the drop-down menu, select which process type you would like to view.
   Only those processes relating to what you chose are listed.

Deleting an Appraisal Process
Appraisal processes may only be deleted by a Super User. Administrators may not delete appraisal processes.

To Delete an Appraisal Process
1 In the Appraisal Center, locate the Appraisal Process to delete.
   If the list is extensive, use the sort option to find the Appraisal Processes you want.

2 Click the Delete link, and then click the OK button to confirm.

3 When you receive a final warning indicating that deleting a Process will also delete employee data gathered, click the OK button.
   The Process will be deleted and the eAppraisal Center page will automatically update itself with the changes.
Viewing the Process Details

The Process Details of an appraisal process include:

- Properties
- Appraisal Steps
- Multirater Options
- Appraisal forms
- Development Plans
- Goals
- Project Center (available only with Project Processes)
- Participant Center
- Notification information
- Report Center
- Dashboard

To View Process Details

1. In the Appraisal Center, click the Process Details link for the appraisal process you want to view.

2. Once opened, you have the option to go anywhere in the process you choose by clicking the links provided in the left navigator.

Setting Up a Multiple Language Process

You can set up a process in multiple languages. Use the top right drop-down list to define your Process attributes in all of the required languages.

Figure 2-1 Changing languages using the Language drop-down list
You can define the list of available languages by clicking the **Options** tab, and then the **User Interface** link.

![Additional Languages for Multilingual](image)

*Figure 2-2  Adding languages using the Options tab*
Chapter Scope

This section describes the types of Appraisal Processes, adding an Administrator to the Administrator Access List, and print options.

The section topics are as follows:

- “Defining a Scheduled Process” on page 20
- “Defining an Anniversary Process” on page 22
- “Defining an Interim Process” on page 25
- “Defining a Project Process” on page 28
- “Defining a Library Process” on page 30
- “Adding an Administrator to the Administrator Access List” on page 32
- “Archiving a Process” on page 32
- “Defining the Print Options” on page 33
- “About Goal and Development Plan Editing” on page 34
Defining a Scheduled Process

The General Properties provide the following details:

- The Type of Process
- A Title for the Process
- An Administrator Access List
- A Description field for the appraisal, which might include the department name, dates of the appraisal, or any other information
- The appraisal Process Dates (Start and End dates)
- The appraisal Process Options
  - Determine when to Update Personal Pages
  - Allow or prohibit editing of process-created Development Plans or Goals
  - The ability to Link Goals
  - Spell check and language check options

You can set up a process in multiple languages. For more information, see “Setting Up a Multiple Language Process” on page 17.

To Define a Scheduled Process

1. In the Appraisal Center, from the left navigator, click the Create New link. The General Properties page appears.

2. Click the Scheduled radio button.

3. Enter a Title for the process.

4. To select an Administrator for this process, click the Modify Access List button. For more information, see “Adding an Administrator to the Administrator Access List” on page 32.

5. Select the person from the Administrators list, and then click the Add button.

6. Click the OK button.

7. In the Description window, enter a description of the process.
8 In the **Process Dates** area, use the calendar buttons 🌓 to choose dates for when the **Entire Process Starts** and **Entire Process Ends**.

![Process Dates](image)

9 Click the **Upon entry** or **After all tasks are complete** radio button as to how to Update Personal Pages.

![Process Options](image)

10 Click the **Manager**, or the **Manager & Direct Report** radio button to allow the ability to edit Goals and/or Development Plans on the subject’s Personal Page. Otherwise, click the **Prevent Editing** radio button to prohibit editing.

For example, if you allow the Manager and Direct Report to edit Goals, both parties will be allowed to edit the title and details of the Goal on the subject’s Personal Page. Note that the subject or manager will always be able to edit the dates, status, and so forth associated with the Goal or Development Plan, regardless of this setting. For more information on these settings, see “About Goal and Development Plan Editing” on page 34.

11 Select the **Allow process defined goals to be linked in Personal/Management Pages** and/or **Manager must approve goals linked in Personal Pages** check box.

**NOTE:** The **Allow process defined goals to be linked in Personal/Management Pages** check box must be selected before you can enable the **Manager must approve goals linked in Personal Pages** check box. Both items are optional, and are disabled if left unchecked.

12 If required, select the **Do not update last appraisal date and last appraisal score in the User Center for an employee when their appraisal is completed** check box.

13 (Optional) Select any of the Spell Check and/or Language Check check boxes if you want to turn on automatic spell checking and/or language checking.

14 Click **Save Changes**.
Defining an Anniversary Process

The General Properties provide the following details:

- The Type of Process
- A Title for the Process
- An Administrator Access List
- A Description for the appraisal, which might include the department name, dates of the appraisal, or any other information
- The appraisal Process Dates (Define critical dates)
- The appraisal Process Options
  - Determine when to Update Personal Pages
  - Allow or prohibit editing of process-created Development Plans or Goals
  - The ability to Link Goals
  - Spell check and language check options

You can set up a process in multiple languages. For more information, see “Setting Up a Multiple Language Process” on page 17.

To Define an Anniversary Process

1 In the Appraisal Center, from the left navigator, click the Create New link.
2 Click the **Anniversary** radio button.

   The General Properties page changes to show the Anniversary options.

   ![Image of Anniversary properties page]

3 Enter a **Title** for the Appraisal.

4 Use the **Modify Access List** button to enter an Administrator in the Administrator Access List.

   For more information, see "Adding an Administrator to the Administrator Access List" on page 32.

5 Enter a **Description** for the process if desired.

6 Under the Process Dates header, use the calendar button to select the **First Appraisal Due Date**.

   This is the date when everything is to be completed.

7 Enter a value as to how many days before the due date to **Begin Appraisal Steps**.

8 Enter a value in months for the **Cycle Length** of the process.
Chapter 3: Appraisal Process

9 Enter the **End Date** of the individual's process.
   This is the grace period allowed after the final task is due.

10 In the **Due Date Based On** area, click one of the following radio buttons:
   • Hire date - this is the default selection
   • Last promotion date if available, otherwise hire date - if no hire date exists no due date appears
   • Last appraisal date including Interim Appraisal - if no appraisal date exists then no due date appears
   • Last appraisal date not including Interim Appraisal - if no appraisal date exists no due date appears

11 The **Calculated Start and end dates** are automatically populated when the **First Appraisal Due Date** is filled in.

12 Under the **Process Options** header, choose if you want to **Update Personal Pages**:
   • Upon Entry
   OR
   • After all tasks are complete

13 Click the **Manager**, or the **Manager & Direct Report** radio button to allow the ability to edit Goals and/or Development Plans on the subject's Personal Page. Otherwise, click the **Prevent Editing** radio button to prohibit editing.
   For example, if you allow the Manager and Direct Report to edit Goals, both parties will be allowed to edit the title and details of the Goal on the subject's Personal Page. Note that the subject or manager will always be able to edit the dates, status, and so forth associated with the Goal or Development Plan, regardless of this setting. For more information on these settings, see “**About Goal and Development Plan Editing**” on page 34.

14 Click the **Allow process defined goals to be linked in Personal/Management Pages** and/or **Manager must approve goals linked in Personal Pages** check box.
   **NOTE:** The Allow process defined goals to be linked in Personal/Management Pages check box must be selected before you can enable the Manager must approve goals linked in Personal Pages check box. Both items are optional, and are disabled if left unchecked.

15 If required, select the **Do not update last appraisal date and last appraisal score in the User Center for an employee when their appraisal is completed** check box.

16 (Optional) Select any of the Spell Check and/or Language Check check boxes if you want to turn on automatic spell checking and/or language checking.
17 Click Save Changes.

**NOTE:** For a participant to access the Appraisal Process and view their tasks, the following conditions must be met:

- The current date may not be earlier than the Start Date
- The current date may not be after the End Date
- The Appraisal Process must be open
- If the subject has no dates entered in the user information table for the last appraisal or last interim review, then the hire date will be used to determine the anniversary date
- The appraisal steps for each subject begin prior to the anniversary date so that the process may be completed on or before the anniversary

### Defining an Interim Process

The General Properties provide the following details:

- The Type of Process
- A Title for the Process
- An Administrator Access List
- A description for the appraisal, which might include the department name, dates of the appraisal, or any other information
- The appraisal Process Dates (Define critical dates)
- The appraisal Process Options
  - Determine when to Update Personal Pages
  - Allow or prohibit editing of process-created Development Plans or Goals
  - The ability to Link Goals
  - Spell check and language check options

You can set up a process in multiple languages. For more information, see “Setting Up a Multiple Language Process” on page 17.

### To Define an Interim Process

1. In the Appraisal Center, from the left navigator, click the **Create New** link.
2 Click the **Interim** radio button.
The General Properties page changes to show the Interim options.

![Interim Options](image)

3 Enter a **Title** for the appraisal.

4 Use the **Modify Access List** button to enter an Administrator in the Administrator Access List.
For more information, see “Adding an Administrator to the Administrator Access List” on page 32.

5 Enter a **Description** for the process if desired.

6 In the **Process Dates** area, use the calendar button ![Calendar](image) to select the **First Appraisal Due Date**.

7 Enter a value for the **Length of Interim Period**.
Defining an Interim Process

8 In the **Due Date Based On** area, click one of the following radio buttons:
   - Hire date - this is the default selection
   - Last promotion date - if no promotion date exists then no due date appears
   - Last promotion date if available, otherwise hire date - if no hire date exists no due date appears

9 Enter a value as to how many days before the end of interim period to **Begin Appraisal Steps**.

10 In the **Process Options** area, choose if you want to Update Personal Pages:
   - Upon Entry

**OR**

   - After all tasks are complete

11 Click the **Manager**, or the **Manager & Direct Report** radio button to allow the ability to edit Goals and/or Development Plans on the subject’s Personal Page. Otherwise, click the **Prevent Editing** radio button to prohibit editing.

   For example, if you allow the Manager and Direct Report to edit Goals, both parties will be allowed to edit the title and details of the Goal on the subject's Personal Page. Note that the subject or manager will always be able to edit the dates, status, and so forth associated with the Goal or Development Plan, regardless of this setting. For more information on these settings, see “About Goal and Development Plan Editing” on page 34.

12 Click the **Allow process defined goals to be linked in Personal/Management Pages** and/or **Manager must approve goals linked in Personal Pages** check box.

   **NOTE:** The **Allow process defined goals to be linked in Personal/Management Pages** check box must be selected before you can enable the **Manager must approve goals linked in Personal Pages** check box. Both items are optional, and are disabled if left unchecked.

13 If required, select the **Do not update last appraisal date and last appraisal score in the User Center for an employee when their appraisal is completed** check box.

14 (Optional) Select any of the **Spell Check** and/or **Language Check** check boxes if you want to turn on automatic spell checking and/or language checking.

15 Click **Save Changes**.

   **NOTE:** For a participant to access the Appraisal Process and view their tasks, the following conditions must be met:
   - The current date may not be earlier than the Start Date.
   - The current date may not be after the End Date.
   - The Appraisal Process must be open.
   - If the subject has no dates entered in the user information table for the last appraisal or last interim review, then the hire date will be used to determine the anniversary date.

16 The appraisal steps for each subject begin prior to the anniversary date so that the process may be completed on or before the anniversary.
**Defining a Project Process**

The General Properties provide the following details:

- The Type of Process
- A Title for the Process
- An Administrator Access List
- A Description for the Process, which might include the department name, dates of the evaluation, or any other identifying information
- The Process Dates (Define critical evaluation dates)
- The Process Options
  - Determine when to Update Personal Pages
  - Allow or prohibit editing of process-created Development Plans or Goals
  - The ability to Link Goals and update appraisal dates and scores
  - Enable Spell check and language check options

You can set up a process in multiple languages. For more information, see “Setting Up a Multiple Language Process” on page 17.

**To Define a Project Process**

1. In the Appraisal Center, from the left navigator, click the **Create New** link.
2 Click the **Project** radio button. The General Properties page changes to show the Project Process options.

3 Click the **Project** radio button.

4 When the new **Project** screen appears, enter a **Title** for the evaluation process.

5 Use the **Modify Access List** button to enter an Administrator in the Administrator Access List. For more information, see “Adding an Administrator to the Administrator Access List” on page 32.

6 Enter a **Description** for the process if desired.

7 Under the **Process Dates** header, use the calendar buttons to select the **Project Evaluations** start and end dates.

8 Enter a value in the **Evaluations are due** field. The value entered determines the number of days the evaluations are due after the start date.

9 Enter a value in the **Evaluation process remains open for** field. The value entered determines the number of days the process remains open after the due date. **NOTE:** This is the grace period allowed after the final task is due.
Chapter 3: Appraisal Process

10 Under the **Process Options** header, in the **Update Personal Pages** area, click the **Upon entry** or **After all tasks are complete** radio button.

11 In the **Goal Editing** area, click the **Enable** or **Disable** radio button.

12 In the **Development Plan Editing** area, click the **Enable** or **Disable** radio button.

13 Click the **Allow process defined goals to be linked in Personal/Management Pages** and/or **Manager must approve goals linked in Personal Pages** check box.

**NOTE:** The **Allow process defined goals to be linked in Personal/Management Pages** check box must be selected before you can enable the **Manager must approve goals linked in Personal Pages** check box. Both items are optional, and are disabled if left unchecked.

14 If required, select the **Do not update last appraisal date and last appraisal score in the User Center for an employee when their appraisal is completed** check box.

15 (Optional) Select any of the **Spell Check** and/or **Language Check** check boxes if you want to turn on automatic spell checking and/or language checking.

16 Click **Save Changes**.

**NOTE:** For a participant to access the Project Process and view their tasks, the following conditions must be met:
- The current date may not be earlier than the Start Date
- The current date may not be after the End Date
- The Project Process must be open

### Defining a Library Process

Some organizations would like to define a process as a Library. This type of process can include Forms, Training and Courses or Objectives for a company. You can change an existing Scheduled, Anniversary, Interim or Project process into a Library process or create a Library process from scratch.

While all process types may be converted into a Library, all participant data and in the case of a Project Process all member data must be removed. The child Projects of a Project Process must also be removed.

When **Halogen Job Description Builder** is licensed, a new option added to all eAppraisal Library process will allow all competencies from the selected library to be linked to job descriptions. Choosing this option allows all forms, sections and competencies from the library to be available for use in job description’s core and position specific competency sections.

You can set up a process in multiple languages. For more information, see “**Setting Up a Multiple Language Process**” on page 17.
Defining a Library Process

1. In the Appraisal Center, from the left navigator, click the Create New link.

2. Click the Library radio button.
   Selecting this radio button hides the Process Options area, and it also disables the Participant, Notification and Report Centers.
   **NOTE:** A Library process can be changed to a “Scheduled”, “Anniversary”, “Interim” or “Project” type process later on, which is not the case with other types of processes.

3. To archive the process, select the This process is archived check box.

4. Enter a Title for the Library.

5. Use the Modify Access List button to enter an Administrator in the Administrator Access List.
   For more information, see “Adding an Administrator to the Administrator Access List” on page 32.

6. (Optional) Enter a Description.

7. (Optional) If you have Halogen’s eLearning Manager licensed, you can select the Available to eLearning Manager Catalogs check box if you want the competencies in this library to be available to eLearning Manager users.
   For more information on the Halogen’s eLearning Manager, see the eLearning Manager User’s Guide.

8. (Optional) If Halogen’s Job Description Builder is licensed, you can select the Available to Job Description Builder check box if you want the competencies in this library to be available to Job Description Builder users.

9. Click Save Changes.
   **NOTE:** When you change an existing Process into a Library, all Participant data associated with that process will be deleted. You will be asked whether to proceed with deletion. If you choose Yes, it cannot be reversed.
Adding an Administrator to the Administrator Access List

You can add Administrators to the Administrator Access List at any time.

To Add an Administrator to the Administrator Access List

1. In the eAppraisal Center, click the **Process Details** link for the appraisal you want to add an Administrator to.

2. Click the **Modify Access List** button.

3. Select the name of the Administrator from the Administrators list.  
   **NOTE:** Only users who have been granted Administrator rights in the User Center will appear in the Administrators list.

4. Click the **Add** button.

5. Click the **OK** button.

Archiving a Process

After using the eAppraisal tool for many evaluations, you may have numerous processes which you do not need immediate access to. This option allows the administrator to set a process as ‘archived’. This will remove the process from the Appraisal Center page and any other pop-up page where lists of processes are shown.
To Archive a Process

1. In the eAppraisal Centre, click the **Process Details** link for the appraisal you want to archive.

2. Select the **This process is archived** check box in the **General Properties - Description** area.

   The process will be removed from the **Active Processes** list, but it can still be accessed by using the Show filter to view "Archived Processes." For more information, see “**Sorting and Filtering Appraisal Processes**” on page 15.

   HINT: Archiving a process can only be done after all steps and tasks have been completed, the completion date has passed, and the process has been closed.

3. Click **Save Changes**.

---

**Defining the Print Options**

This feature enables the administrator to define the print options available to the end-users when they click the “Prepare for Print” button.

To Define the Print Options

1. In the eAppraisal Centre, click the **Process Details** link for the appraisal you want to set the print options for.
In the General Description area, click the Print Options button.  

Prepare for Print Options

- Normal Print
- Condensed Print
  - Do not display borders and lines
  - Do not display competency definition
  - Do not display competency comments label
  - Do not display scoring and weighting information

- Condensed Print is default option
- Allow Sections to break across pages

3 Do any of the following:

- Select or clear the Normal Print check box to give users this option when they print an appraisal.
- Select or clear the Condensed Print check box to give users this option when they print an appraisal. Then, if required, configure any of the required display options. Finally, if required, select the Condensed Print the default option check box if you want Condensed Print to be the default option for users when they print an appraisal.
- Select or clear the Allow Sections to break across pages check box to enable large sections of the appraisal form to break across the page.

4 Click the Save button to save your settings.

5 Click Save Changes in the General Properties page.

About Goal and Development Plan Editing

Depending on your Appraisal process, your managers may have the ability to add new Goals and/or Development Plans for their Direct Reports. When configuring the Process Options, you may decide to allow the Manager alone or the Manager and the Direct Report to edit these Goals or Development Plans. On the other hand, you might want to prohibit either the manager or Direct Report from editing these Goals or Development Plans.

Note that this section only applies to Goals and Development Plans added during the “Manager Writes Employee Appraisals” step. It does not apply to Goals and Development Plans created manually on Personal Pages.
Consider the following example: Suppose you have configured the Scheduled Process so that your managers and their Direct Reports can edit Goals (see step 10 in “Defining a Scheduled Process” on page 20). When the manager adds a Goal for the employee while completing the “Manager Writes Employee Appraisals” step, the employee will see the Goal on their Personal Page.

Now the employee can edit any aspect of the Goal. If you chose to prohibit editing, the employee would not be able to edit the title and details of the Goal, but they would still be able to enter dates, set the status, and so forth.

Similarly, if you chose to only allow the manager to edit the Goal, the manager could edit the Goal by accessing it through the “My Direct Reports” area of their home page.

**Note:** If you make changes to Goal or Development Planning editing, such as prohibiting editing, after some Goals or Development Plans have been created, your changes will only affect new Goals and Development Plans. Goals and Development Plans created using different settings will retain the previous settings.
To provide more flexibility, the manager can decide to prohibit the employee from editing the Goal even if you have decided to allow editing. For example, if you have allowed editing by both the manager and Direct Report, the manager can prohibit the employee from editing the Goal by clearing the **Allow Editing** check box.

In the example above, the manager has accessed the employee’s Goal through the “My Direct Reports” link.
Chapter 4

Appraisal Steps

Chapter Scope

This section describes the steps in an Appraisal Process, and describes how to add, reorder, and delete steps from an Appraisal Process.

The section topics are as follows:

- “About the Appraisal Steps Page” on page 38
- “Steps in the Appraisal Process” on page 39
- “Steps in a Project Process” on page 41
- “Adding a New Step to an Appraisal Process” on page 42
- “Defining a Step in the Appraisal Process” on page 43
- “Setting a Due Date For a Step” on page 44
- “Defining Prerequisites for a Step” on page 46
- “Creating Cascading Approvals” on page 47
- “Creating a Conditional Approval Step” on page 48
- “Pre-populating the Manager Form with Employee Self-Appraisal Data” on page 50
- “Combining Comment and Sign-off Steps” on page 50
- “Allowing Managers to Access Employee’s Sign-off Step” on page 52
- “Bypassing an Approval Step” on page 53
Chapter 4: Appraisal Steps

About the Appraisal Steps Page

The Appraisal Steps page outlines all steps in the Appraisal Process, their due dates, and the number of days allocated to each task. Participants will be presented with a Task List when they enter the Appraisal Process. The Task List consists of the steps they have been assigned. There are different steps for each role: (i.e. HR Representative, Manager, Second, Third or Fourth Level Manager or Subject).

NOTE: There is no management hierarchy associated with Projects Processes other than Project Members and Project Leader relationships. Different steps are presented for a Project Process, see “Steps in a Project Process” on page 41.

From the Appraisal Steps page, you may:

• Add new steps
• Define a step in the Appraisal Process
• Change the order of the steps
• Delete steps
• Set the due date for each step
• Set prerequisites for each step

NOTE: The sequence in which steps are performed is determined by the prerequisite step. The only exception to this is the Write Steps (Employee writes Self-Appraisal and Manager writes Appraisal), which can only be followed by an Approval Step.
Steps in the Appraisal Process

Your Appraisal Process can be customized to meet the needs of your organization by utilizing the various optional steps available. This allows you to set up the steps you require as part of the Appraisal Process in the way you want them. For example, some organizations require employees to complete self-evaluations, and some organizations require HR representatives or second level managers to approve self-evaluations or appraisals written by direct managers. You can add these options easily to your process.

When Halogen Job Description Builder is licensed, new options to specify regular forms or job description base forms can be added.

Included in the list of process steps is the “Talent Profile - Employee Updates Profile” step. The purpose of this step is to instruct employees to complete/update their Talent Profile. You can include this step as part of any process or set it up to be the only step of a process.


You May Add Any of the following Steps to the Appraisal Process:

1 Set up:
   • Managers select their direct reports from a list of employees.
   • HR representatives specify the direct reports of each of their assigned managers.
   • Where there are multiple appraisal forms, managers or HR representatives assign an appraisal form to each of their direct reports or assigned employees. However, if the administrator has assigned a form other than the default, the administrator's assignment will override the manager/HR representative's selection.
   • When Halogen Job Description Builder is licensed, you will also have additional job description (JD) base form options. An evaluation form will be generated for the employee when the manager or HR representative selects the appropriate JD base form.
Chapter 4: Appraisal Steps

2 Evaluations:
   • Employees write self-appraisals.
   • Employee sends appraisal for competency rating feedback from other evaluators. For more information, see “Configuring a Competency Rating Step” on page 58.
   • Evaluators complete Multirater assignments using selected competencies. This option will only appear if the optional Multirater module is installed. For more information about Multirater, see “About the Multirater Module” on page 298.
   • Direct managers write appraisals on their direct reports.

3 Approvals:
   • Direct Manager Approves Self-Appraisals, and may send them back to employees for modifications.
   • HR representatives approve self-appraisals, and may send them back to employees for modifications.
   • Second level managers approve self-appraisals, and may send them back to employees for modifications.
   • HR representatives approve appraisals written by direct managers, and may send them back to managers for modifications.
   • Second level managers approve appraisals written by direct managers, and may send them back to direct managers for modifications.
   • Third level approvals of appraisals may be done by the third level manager (by default) or by another selected participant (as set up in the subject status window). The appraisals may be sent back to direct managers for modifications.
   • Fourth level approvals of appraisals may be done by the fourth level manager (by default) or by another selected participant (as set up in the subject status window). The appraisals may be sent back to direct managers for modifications.
   • Third party approvals of appraisals may be done by a participant assigned by the administrators. The appraisals may be sent back to the manager for modifications. For more information on configuring this step, see “Configuring a Third Party Approval Step” on page 56.

4 Interviews:
   • Managers meet with their direct reports to discuss their appraisals.
   • HR representatives meet with employees to discuss their appraisals.

5 Comments:
   • Employees write final comments on their appraisal forms.
   • Managers write final comments on the appraisal forms.
   • HR representatives write final comments on the appraisal forms.
   • Second level managers write final comments on the appraisal forms.

6 Sign-off:
   • Employees sign-off on their appraisal forms, to finalize the appraisal process.
   • Managers sign-off on appraisals of their direct reports, to finalize the appraisal process.
   • HR representatives sign-off on appraisal forms, to finalize the appraisal process.
   • Second level managers sign-off on appraisal forms for the direct reports of their assigned managers, to finalize the appraisal process.
Steps in a Project Process

Your Project Process can be customized to meet the needs of your organization by selecting from the various steps available to create your unique Process. Steps are created and maintained at the Process level and will be inherited by the individual Projects associated with the parent Process. There is no management hierarchy associated with Projects other than Project Members and Project Leader relationships.

Included in the list of process steps is the “Talent Profile - Employee Updates Profile” step. The purpose of this step is to instruct employees to complete/update their Talent Profile. You can include this step as part of any process or set it up to be the only step of a process.

You May Add Any of the Following Steps to a Project Process:

1 Setup:
   - Project Leader Assigns Appraisal Forms - this is needed when multiple Forms can be used for the appraisal.
   - HR Rep Assigns Forms - to be used when there are multiple Appraisal Forms, HR Representatives assign an appraisal form to each assigned employee. However, if the administrator has assigned a form other than the default, the administrator's assignment will override the Project Leader/HR representative's selection.

2 Evaluations:
   - Employees write Self-Appraisals.
   - Employee sends Appraisal for Competency Rating feedback from other evaluators. For more information, see “Configuring a Competency Rating Step” on page 58.
   - Evaluators complete Multirater Assessments using Multirater questionnaire. This option will only appear if the optional Multirater module is installed. For more information about Multirater, see “About the Multirater Module” on page 298.
   - Project Leader writes Employee Appraisals for each member.

3 Approvals:
   - HR Rep Approves Self-Appraisals, and may send them back to employees for modifications.
   - HR Rep Approves Appraisals written by Project Leader, and may send them back to author for modifications.
   - Third Party Approves Appraisals - a participant assigned by the process admin will be set as responsible to read the employee’s appraisal as written by the Project Leader and approve or send back for modifications. Optionally the direct manager can be set as responsible for completing the step. For more information on configuring this step, see “Configuring a Third Party Approval Step” on page 56.
Chapter 4: Appraisal Steps

4 Interviews:
   • Project Leader Meets with Employee to discuss their appraisals.
   • HR Rep Meets with Employee to discuss their appraisals.

5 Comments:
   • Employees Adds Final Comments about appraisal into the appraisal form.
   • Project Leader Writes Comments about appraisal into the appraisal form.
   • HR Rep Writes Comments about appraisal into the appraisal form.

6 Sign-off:
   • Employee Sign-off - to finalize their appraisal.
   • Project Leader Sign-off - to finalize the employee’s appraisal.
   • HR Rep Sign-off - to finalize the employee’s appraisal.

7 Talent Profile:
   • Employee updates his/her own profile.

Adding a New Step to an Appraisal Process

You can add a new step to an Appraisal Process at any time, but exercise caution when you want to add a step to an open Appraisal Process.

To Add Steps to the Appraisal Process

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Steps link.

3 Click the Add New Step button.
Defining a Step in the Appraisal Process

4 In the View Category drop-down list, select the category for the new step. The categories are: Setup, Evaluations, Approvals, Interviews, Comments, and Sign-offs.

Select Step(s) to Add to the Process

View Category: Setup

<table>
<thead>
<tr>
<th>Setup</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers select their subordinates</td>
<td>Managers are to select which employees are their direct subordinates.</td>
</tr>
<tr>
<td>HR Reps assign manager/subordinate relationships</td>
<td>For each of their assigned employees, HR Reps specify their direct manager.</td>
</tr>
<tr>
<td>Managers assign forms</td>
<td>Managers are to assign an appraisal form to each of their direct reports. {Needed when more than one form can be used for the appraisal.}</td>
</tr>
<tr>
<td>HR Reps assign forms</td>
<td>HR Reps are to assign an appraisal form to each of their assigned employees. {Needed when more than one form can be used for the appraisal.}</td>
</tr>
</tbody>
</table>

5 Select the check box next to the steps you want to add, and then click the Add Selected Steps button. The new step is displayed in the Appraisal Steps page.

NOTE: Once the appraisal process has been opened, there is the possibility that participants may have completed one or more steps. Additions or changes to steps may lead to loss of data or incomplete steps. Appraisal processes should be thoroughly tested before they are opened to all participants.

Defining a Step in the Appraisal Process

Defining steps in the Appraisal Process involves:

• Editing the title of the task as it appears on the Appraisal Steps page, if desired.

• Editing the task name that will appear on the employee's task list. Ensure that the task name is clear to the employees.

• Editing the description of the task that will appear as pop-up help, if the employee requires further explanation.

You can set up a process in multiple languages. For more information, see “Setting Up a Multiple Language Process” on page 17.

To Define a Step in an Appraisal Process

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.
Chapter 4: Appraisal Steps

2 From the left navigator, click the **Steps** link.

3 In the **Appraisal Step** area, click the link to the step.

4 You may edit the **Display Title**, **Associated task name in employee’s task list**, and/or the **Tasklist pop-up help text**.

5 Click the **OK** button.

**NOTE:** Once the appraisal process has been opened, there is the possibility that participants may have completed one or more steps. Renaming steps may lead to loss of data or incomplete steps. Appraisal processes should be thoroughly tested before they are opened to all participants.

---

**Setting a Due Date For a Step**

Each step in the process will have to be completed by a certain date, so that the entire process will be completed on time. You can set the due dates for each milestone in the Appraisal Process. The screen will be different for the Anniversary and Interim appraisal processes since they need to reflect the number of days in the process rather than a specific date.

**To Set a Due Date For a Step**

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Steps** link.

3 In the **Appraisal Step** area, click the link to the step.
4 Do either of the following:
   • For a Scheduled Process, select the **Set due date** check box, and then use the calendar button to select a date.
   • For an Anniversary or Interim Process, select the **Set due date is day** check box, then use the drop-down list to select a date, and then use the **Prerequisite steps** drop-down list to configure prerequisite steps (if necessary).
   
   ![Appraisal Step Options](image)

5 Click the **OK** button.

   **NOTE:** Once the appraisal process has been opened, there is the possibility that participants may have completed one or more steps. Changing due dates may leave some completed or partially completed appraisals in unknown states, due to a break in the workflow. This may lead to performance degradation, as the program readjusts participants' workflow status. Depending on the number of participants, the delay could take a few seconds to several hours.

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### Allowing an Approver to Edit the Appraisal Form

You can allow an Approver to edit the Appraisal Form. Normally, a manager is the only person that can edit the Appraisal Form.

**To Allow an Approver to Edit the Appraisal Form**

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2 From the left navigator, click the **Steps** link.
3 In the **Appraisal Step** area, click the link to an Appraisal approval step (HR Rep Approves Appraisals, Second Level Manager Approves Appraisals, and so forth).

4 Select the **Allow approver to edit appraisal directly** check box.

5 Click the **OK** button.

**Defining Prerequisites for a Step**

Some steps in the Appraisal Process will be prerequisites for subsequent steps. For example, an employee will not be able to complete a self-evaluation until an appraisal form has been assigned.

**NOTE:** It is recommended that you always specify explicit prerequisite steps. The 2nd Level Manager Approval step will *always* follow the Manager writes appraisal step if it is included in the process. You may choose the order of the other approval steps, however. In addition, you may define up to two prerequisite steps for each step in the Appraisal Process.

**To Define Prerequisites for a Step**

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Steps** link.

3 In the **Appraisal Step** area, click the link to the step.

4 In the **Description** area, make any necessary changes.

5 If required, select the **Set due date** check box, and then click the calendar button to set a date.
6 In the **Prerequisite steps** drop-down list, select the prerequisite step.

![Appraisal Step Options](image)

Employees will not be able to begin their task until the prerequisite steps have been completed.

7 Click the **OK** button.

**NOTE:** Once the appraisal process has been opened, there is the possibility that participants may have completed one or more steps. Additions or changes to steps may lead to loss of data or incomplete steps. Appraisal processes should be thoroughly tested before they are opened to all participants.

### Creating Cascading Approvals

When you cascade approvals, your reviewers can send the Appraisal back to the previous reviewer, rather than to the author of the Appraisal. For example, by cascading your approvals, you could set up an Approval process where a 4th level manager has the ability to send the Appraisal back to the 3rd level manager, the 3rd level manager to the 2nd level manager, and so forth.

Note that you must select a Prerequisite step if you want to cascade approvals.

### To Create Cascading Approvals

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Steps** link.
3 In the **Appraisal Step** area, click the link to the approval step.

4 In the **Description** area, make any necessary changes.

5 If required, select the **Set due date** check box, and then click the calendar button to set a date.

6 Select the **Cascade Approvals** check box.

7 In the **Prerequisite steps** drop-down list, select the prerequisite step.

8 Click the **OK** button.

### Creating a Conditional Approval Step

A Conditional Approval Step is an approval step that you can trigger to occur in your process based on the subject’s overall score. In addition to identifying poor overall scores early in an Appraisal process, you could use this feature if you want to streamline your process. For example, suppose most of your subjects achieve an overall score in a reasonable range. Instead of having your HR Rep approve all of these Appraisals, you could configure the “HR Rep Approves Appraisals” step to start only when a subject’s overall score falls below a certain threshold.

**NOTE:** A Conditional Approval Step is only available for Appraisal approval steps and not Self-appraisal approval steps.
Creating a Conditional Approval Step

To Create a Conditional Approval Step

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2. From the left navigator, click the Steps link.

3. If you have not already added an approval step to your process, add one now. For more information on adding a step, see “Adding a New Step to an Appraisal Process” on page 42.

4. Click the link to the approval step.
   The Appraisal Step Options window displays.

5. Do any of the following:
   • Select the Trigger this step if the appraisal score is less than or equal to check box, and then enter a value between 0 and 100 in the associated field.
   • Select the Trigger this step if the appraisal score is greater than or equal to check box, and then enter a value between 0 and 100 in the associated field.

6. Click the OK button.
   Note: If the trigger for this step is met, the Subject Status page will show this step with a status of “In Progress.” For more information on notes on the Subject Status page, see “About Status Notes” on page 262.
Pre-populating the Manager Form with Employee Self-Appraisal Data

The Manager form can be set up to have the direct report’s self-appraisal data pre-populated into it. After the employee has completed their self-appraisal, that data will be copied into the Performance Appraisal Form when the Manager edits the direct report's appraisal form.

The Manager Writes Appraisal step allows Administrators to specify that the Manager's Performance Appraisal Form is to be pre-populated with response data from the employee's self evaluation. When the Administrator edits the Manager Writes Appraisal step, there will be a check box with the label Pre-populate manager form with direct report’s self evaluation data.

To Pre-populate the Manager Form with Employee Self-Appraisal Data

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Steps link.
3. Click the Manager Writes Appraisal link.
4. In the Appraisal Step Options area, select the Pre-populate form with direct report’s self evaluation data check box. Note that the Employee writes self-appraisal step must be set up as a prerequisite when selecting this option.
5. Complete the rest of this section as required.
6. Click the OK button.

The Manager's form will be pre-populated with the direct report’s self-appraisal data when the Manager edits the appraisal of the direct report.

Combining Comment and Sign-off Steps

You can setup your process so that your users can add comments and sign-off in one single step.

This option is available in the Employee or Manager sign-off steps.
NOTE: If the form is using electronic sign-offs, only one step can allow for adding comments on a sign-off step. Other steps in the process will have the option disabled. This is because once the first sign-off step is completed, the form is then stored as an uneditable PDF document.

To Combine Comment and Sign-off Steps

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Steps link.

3 Add the Employee Sign-off and Manager Sign-off steps (if they haven't already been added). For more information on adding steps, see “Adding a New Step to an Appraisal Process” on page 42.

4 Click the link to one of these two steps mentioned in step 3.

5 Edit the Display Title, Associated task name in employee's task list and/or Task list pop-up help text (if necessary).

6 If you want to set a due date, select the Set due date check box, and then click the calendar icon to set a date.

7 Select the Add Comments on sign-off option check box.

8 Click the OK button.

The employee or manager will now be able to add comments and sign-off on the appraisal in one step.

9 Now, for each form in your process, go to the Form Sections and ensure there are Comments fields included for both the Manager and/or Employee. Add them as required.
10 In Section Rights, use the change link to set the Modification Rights correctly (If necessary).

The Employee should be the only one who can edit the Employee Comments section and the Manager should be the only one who can edit the Manager Comments section.

11 Click Preview Form to save and preview the changes (If necessary).

**Allowing Managers to Access Employee’s Sign-off Step**

In some situations, such as a manufacturing environment, employees may not have access to their own computers. By allowing a manager to access an employee’s sign-off step, the employee can use the manager’s computer to sign-off on his/her appraisal.

If you use this feature, the manager will see an “Employee signature” step on his/her home page, and an “Employee signature” button on the form. In either case, the employee must then enter his/her password to sign-off on the step.

**NOTES:**

- If you are using the Single Sign On (SSO) option, the employee does not need to enter his/her password.

- When managers are viewing an employee’s form and are performing the employee sign-off step, the “Next Employee” and “Previous Employee” buttons will not be available.

- If you are using electronic signatures, the following text will appear in the PDF: “{Subject Name} {Initials} Electronic signature for the evaluation of {Subject Name} performed on the computer of {Manager Name}.”

**To Allow Managers to Access Employee’s Sign-off Step**

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Steps link.

3 Add the Employee Sign-off step to the process (if it has not already been added). For more information on adding steps, see “Adding a New Step to an Appraisal Process” on page 42.
4 Click the **Employee Sign-off** step.

![Appraisal Step Options](image)

5 Edit the **Display Title**, **Associated task name in employee's task list** and/or **Task list pop-up help text** (if necessary).

6 If you want to set a due date, select the **Set due date** check box, and then click the calendar button to set a date.

7 Select the **Allow the manager to access the employee sign-off task** check box.

8 Configure prerequisite steps (if required).

9 Click the **OK** button.

   The manager will now be able to access the employee’s sign-off step.

### Bypassing an Approval Step

If nobody has been assigned the responsibility to complete an approval step of a participant’s appraisal, the Administrator can select the option to bypass. When this option is set, respondents who do not have a second level manager assigned to them will move on to the next step. eAppraisal automatically marks the step as complete when this option is enabled.

For example, suppose you have a process that has a Manager Approval followed by a Second Level Manager Approval step, and there is a participant in the process that does not have a Second Level Manager. Participants can bypass the Second level manager approves step without having an Administrator go into the application and force a completion.

This option applies to the 2nd, 3rd and 4th level approval steps.
Chapter 4: Appraisal Steps

To Bypass an Approval Step

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Steps** link.
3. Select the check box(es) next to the approval step(s) you want to include in the process.
4. Click the approval step to display the Appraisal Step Options page.

   ![Appraisal Step Options](image)

5. In the **Process Options** area, select the **Bypass step when no one has been assigned responsibility for completion** check box.

6. If you want to set a due date, select the **Set due date** check box, and then click the calendar button to set a date.

7. If you want to choose a prerequisite step, select one in the **Prerequisite step** list.
Allowing Managers to Launch Self-Appraisals

8 Click the OK button.

Once the process has begun and each of the steps are completed, any participant who does not have a 2nd level manager (or 3rd or 4th level) will be able to bypass the approval step.

As shown above, steps that are bypassed are marked with a double ** under the Person Responsible column indicating it has been automatically completed since no one was assigned responsibility.

### Allowing Managers to Launch Self-Appraisals

You can set up your appraisal to allow the managers to control which of their direct reports needs to write a Self-Appraisal.

There is an option in the Employee Writes Self-Appraisal step that allows Managers to launch Self-Appraisals. When enabled, the Self-Appraisal step is inactive until the Manager explicitly launches it for the selected subject. The purpose of this is to give more control to managers to allow them to decide who should write a Self-Appraisal.

On the respondent side, the Manager may launch the Self-Appraisal step for a given subject when the Manager Writes Appraisal step is in progress for this person. If the Manager does not launch the Self-Appraisal step before saving the manager-written appraisal as complete, the Self-Appraisal step and the Self-Appraisal approval steps will all be marked as complete automatically. The Manager cannot cancel the Self-Appraisal after it has been launched.

**WARNING:** If the Manager Writes Appraisals step is being used in your process, it is very important that the Employee Writes Self-Appraisal step is not selected as a prerequisite. If it is selected, a cyclical error will occur and the process will not be able to go forward.
To Allow Managers to Launch Self-Appraisals

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2. From the left navigator, click the **Steps** link.

3. Click the **Employee Writes Self-Appraisal** link from the list to display the **Appraisal Step Options** page.

   ![Appraisal Step Options](image)

4. If you want to set a due date, select the **Set due date** check box, and then click the calendar button to set a date.

5. Select the **Allow managers to launch self-appraisals** check box.

   When you choose this option, the Prerequisite steps are no longer required and are automatically disabled.

6. Click the **OK** button.

### Configuring a Third Party Approval Step

A Third party approval step is a step in an appraisal process that does not use the usual management/HR role. For example, you can create a Third party approval step where a corporate trainer must approve a step in the appraisal process. In this example, the corporate trainer is not the employee’s direct manager or HR Rep, but the trainer is required to approve a step. On the other hand, if required, you can use this procedure to make the default approver the employee’s direct manager.

If you set a default approver with this step, any new participants that you add to the process will use this default approver.
Note: You must add a Third party approval step to your process before you can configure it. For more information on adding this approval step, see “Adding a New Step to an Appraisal Process” on page 42.

To Configure a Third Party Approval Step

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2. From the left navigator, click the Steps link.

3. Click the Third Party Approver Approves Appraisals link from the list to display the Appraisal Step Options page.

4. Select the Set default approver check box.

Tip: If you want to make the direct manager the default approver, click the Direct Manager radio button, and then click the OK button. If you want to assign a different approver, go to step 5.
5 Click the **Select** button.

The Assign Approver page displays.

6 Enter the person’s last and/or first name in the **Last Name** and/or **First Name** field, and then click the **Search** button.

7 Select a person in the list, and then click the **Set as Approver** button.

   **Tip:** If you need to see more information, such as the person's department or email address, select an option in the **Show Additional Information** drop-down list.

8 Click the **OK** button.

9 (Optional) If you want to replace the existing approvers that you assigned in the Participant Center with those you selected in step 7, select the **Replace assigned approvers with the default** check box.

10 Click the **OK** button.

### Configuring a Competency Rating Step

A Competency Rating Step allows employees to evaluate fellow employees on the competencies listed on their form. In addition, employees can add comments related to these competencies.

This step might be especially useful for Healthcare environments, where different individuals are often required to observe and validate the performance of clinical competencies.
When the subject sends the Appraisal to another employee for the competency review, the employee “owns” the form until they have completed their evaluation. Once the employee rates the subject’s competencies and saves the form as complete, the Appraisal process continues.

**NOTE:** You must add a Competency Rating step to your process before you can configure it. For more information on adding this step, see “Adding a New Step to an Appraisal Process” on page 42.

### To Configure a Competency Rating Step

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Steps** link.
3. Click the **Employee Sends Appraisal for Competency Rating** link from the list to display the **Appraisal Step Options** page.

   The Appraisal Step Options window displays.

4. (Optional) In the **Description** area, edit any of the default text in the fields.
5. (Optional) In the **Competency Rating Feedback** area, edit any of the default text in the fields.
6. (Optional) In the **Process Options** area, set a due date for the step and/or configure prerequisite steps. For more information, see “Setting a Due Date For a Step” on page 44 and “Defining Prerequisites for a Step” on page 46.
7. Click the **OK** button.
Reordering Steps in an Appraisal Process

You may wish to change the order of the steps in the Steps List. For example, you may wish to change the order in which different users sign-off on the final appraisal form.

**NOTE:** Reordering steps only affects the display in the list. You must use prerequisites to specify the proper order of tasks.

To Reorder Steps in an Appraisal Process

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Steps** link.
3. Click the **Re-order Steps** button.
4. Click the step you want to reorder, and then click the **Move Up** or **Move Down** link.
5. Click the **OK** button.

**HINT:** Once the appraisal process has been opened, there is the possibility that participants may have completed one or more steps. Additions or changes to steps may lead to loss of data or incomplete steps. Appraisal processes should be thoroughly tested before they are opened to all participants.

Deleting Steps from an Appraisal Process

**Warning:** You can delete Steps from an Appraisal Process at any time, but once the appraisal process has been opened, there is the possibility that participants may have completed one or more steps. Deleting steps may leave some completed or partially completed appraisals in unknown states, due to a break in the workflow. This may lead to
performance degradation, as the program readjusts the participants' workflow status. Depending on the number of participants, the delay could take from a few seconds to several hours. In addition, data may be lost if steps are deleted.

NOTE: When deleting Steps from a Project Process, the Steps in the associated Projects will also be deleted.

To Delete Steps from an Appraisal Process

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2. From the left navigator, click the Steps link.

3. Select the check box(es) next to the step(s) you want to delete from the process, or select the Appraisal Step check box to select all the check boxes at once.

4. Click the Delete Selected Steps button.

5. Click the OK button to confirm that you want to delete the step.
Chapter 5
Appraisal Forms

Chapter Scope

This section describes the Appraisal Forms page, Form Properties, working with Forms, and advanced Form procedures.

The section topics are as follows:

• “About The Appraisal Forms Page” on page 64
• “Creating a Form” on page 64
• “About Equally Weighted Scoring” on page 69
• “Copying an Appraisal Form” on page 70
• “Editing an Appraisal Form” on page 71
• “Using Electronic Signatures” on page 72
• “Exporting Forms” on page 75
• “Importing Forms” on page 76
• “Previewing Appraisal Forms” on page 77
• “Removing Appraisal Forms” on page 78
• “Setting a Default Appraisal Form” on page 79
• “Using HTML Tags in Appraisal Forms” on page 80
• “Finding and Replacing Text” on page 81
About The Appraisal Forms Page

The Appraisal Forms page lists all of the forms that are available for the Appraisal Process. For example, the Appraisal Process might contain a form for each job title or level. If a Form Title is shown in RED, it means that there is a problem with the form. For example, the form could contain an incorrect (invalid) competency, a form code exists in the process with the same title, and so forth. A message will appear in the form in RED indicating the nature of the problem. A form that is “Not Ready” cannot be made the Default Form.

When Halogen’s Job Description Builder is licensed, a new column header appears in the Appraisal Forms page titled, Job Description Base Form. This column is used to flag forms that have been created for use with job descriptions. These forms will be used when you want to automatically create employee evaluation forms based on job description competencies from their assigned job description.

NOTE: Forms are defined once in a Project Process and then can be used by all Projects within the Process.

From the Appraisal Forms page, you may:

• Create a new appraisal form
• Copy an appraisal form from another appraisal process
• Import a form
• Export a form
• Remove an appraisal form from the process
• Find and replace text in a form
• Designate a default form
• Designate a default job description base form

Creating a Form

When creating a new appraisal form, you can define the Form Properties. The Form Properties are as follows:
Creating a Form

- Form code - a short code used to identify the form. This code should be 3 or 4 alphanumeric characters in length e.g. “Mktg”
- Form Title - e.g. “Marketing form”
- The Purpose of the form - e.g. “Appraisal form for the Marketing department”
- Base Form - enables competency sections to be populated with job description competencies
- Appearance of the Regular Text and Section Headers
- The ability to set a Rating Scale

There is also the ability to set the following options:
- Enable Comment Helper
- Scoring Scale
- Setting the Number of Decimal Places
- Enable Weighting
- Enable Editing of Section Weight
- Enabling All Scored Items Weighted Equally
- Displaying Overall Score
- Enable Overall Score Editing
- Set overall score targets
- Configure Overall Score Rounding
- Enable Electronic Signature

To Define the Form Properties

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3 Click the **Create New Form** button to display a blank Form Properties page.

4 In the **Form Code** box, type the Form Code. This will give you quick access to your form later.

5 In the **Form Title** box, type a Form Title. This helps the Administrator identify the form.

6 In the **Purpose** box, type the Purpose of the form (If required).

7 In the **Base Form** area, select the **Allow competency...** check box. This option is disabled once a participant has been assigned to the form.

   **NOTE:** This option is available when *Halogen Job Description Builder* is licensed.

8 In the **Options** area, select the **Enable Comment Helper** check box.

   When managers are preparing evaluations, they may wish to use the Comment Helper to assist them in inputting appropriate comments about their employees.

   The Comment Helper provides sample comments that may be used for each rating.

9 If you want to enable scoring on the form, select the **Enable Scoring** check box.
10 Type a value in the **Scoring Scale** field.
   This will correspond with your company’s rating scale. The value entered here should be the same as the number of ratings you want to use.

   Each description on the rating scale is assigned a Scoring Scale, with the most favorable rating receiving the highest score. (i.e. 5 = Exceeds Expectations, 1 = Unsatisfactory) Scores are associated with the Competencies and Past Objectives sections.

11 Use the **Decimal Places** drop-down list to determine the number of decimal places for scoring (maximum of 3 places).
   • 0 decimal places means a score of 1 can be entered in the Performance Appraisal Form.
   • 1 decimal places means a score of 1.2 can be entered.
   • 2 decimal places means a score of 1.34 can be entered.
   • 3 decimal places means a score of 1.345 can be entered.

12 If required, select the **Enable Weighting** check box.
   This allows you to assign individual weights to competencies.

   When **Enable Weighting** is selected, the **Enable Editing of Section Weight** option also becomes available. Select this check box to allow Managers to edit Form Section weights as the appraisal is written in the Performance Appraisal Form.

   Alternatively, you can select the **All scored items weighted equally** check box.

   This will automatically weigh all scored items (individual competencies and objectives) equally. For example, if there are 10 competencies and 2 past objectives scored on the appraisal form, then each of the 12 items will be worth 1/12th of the Overall Score.

   For more information on scoring all weighted items equally, see “About Equally Weighted Scoring” on page 69.

13 If you want users to be able to edit the section weight on the Respondent side, select the **Enable Editing of Section Weight** check box.

14 To show the overall score of the competencies (and Past Objectives) at the top of the Performance Appraisal Form, select the **Display the Overall Score** check box.

15 To allow the Manager to edit the overall score as the appraisal is written in the Performance Appraisal Form, select the **Enable Overall Score Editing** check box.

16 To show an overall score target, select the **Set overall score target of** check box, and then type the target in the adjacent box.
   The target score must be between 0 and the **Scoring Scale** value.

17 In the **Overall Score Rounding** drop-down list, select a rounding method.
   The Default is standard rounding.
18 If you want to allow scores to be outside of the scale, such as negative scores, select the Permit scores to be outside of the scale check box, and then, if required, enter values in the Maximum Score and Minimum Score fields.

If you leave the Maximum and Minimum Score fields blank, any score between -999 and 999 can be entered.

If you want to add this score directly to the overall score for each competency, see “Working with Competency Sections” on page 150.

19 If you want to use the Electronic Signature feature, select the Enable Electronic Signature check box. For more information on electronic signatures, see “Using Electronic Signatures” on page 72.

20 In the Appearance area, select the Font Face, Style, Size and Color for the Regular Text and Section Headers on the form.

21 In the Rating Scales area, type a Title or leave the field blank.

22 Click the Add button to apply as many rating scales as needed.

Five has been entered here because five is the value entered in the Scoring Scale above.

23 Enter a rating in each of the five fields provided starting with the most favorable.

24 Enter an Abbreviation for each rating (a maximum of 2 characters or values can be used).
Depending on your requirement, click the **Apply to Matrix** button or click the **Apply to Short** button to set the **Default Main Scale**.

This allows the Administrator to define default scales to be used in competency sections of the Performance Appraisal Form. It defines the rating scales in a Short Format or Matrix style form.

**HINT:** The **Optional Second Scale** area is not used for scoring. It is only used to identify another ‘quality’ of the competency, for example “Requirement for Job” or “Method of Observation.” Hospitals use this to observe staff while they are working.

Click **Save Changes**.

---

**About Equally Weighted Scoring**

When enabling the **All scored items weighted equally** option, please note the following form sections behavior changes on the **Form Sections Page**:

- **The Overall Score Section Filter** does not apply when **All Scored Items Weighted Equally** is selected. Therefore, it does not appear in the **List of Included Sections**.

- **The Summary Score** section is not available.
  - If the **Summary Score** section is already in the **List of Included Sections**, it appears in red. When opened, a message in red appears at the bottom of the section saying: “This type of section may not be included on a form with the “All Scored Items Weighted Equally” option selected”. It needs to be deleted for the form to be valid.

- In the **Form Sections Options – Competencies** section, the **Disable editing of section score** and **Hide section score** options are both disabled.

![Form Sections Options - Competencies](image)

*Figure 5-2  Form Sections Options - Competencies*

When enabling the **All scored items weighted equally** option, please note the following form sections behavior changes on the **Past Goals Section**.
Three of the **Past Goal** options become disabled when the **All Scored Items Weighted Equally** option is used. A notice at the bottom of the **Past Goals** section states: “Some options are not valid while form is weighting all items equally”. The three options are as follows:

- Section score is mandatory
- Disable editing of section score
- Hide individual goal scores

![Enable scoring](image)

**Figure 5-3**  Past Goals scoring options

---

**Copying an Appraisal Form**

You may copy appraisal forms from another appraisal process provided you have been granted Administrator status. Forms can be copied from active and archived processes and from active and archived libraries.

**To Copy an Appraisal Form**

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2. From the left navigator, click the **Forms** link.

   The **Appraisal Forms** page displays.
3 Click the Copy From button.
   The Copy From page displays.

4 In the Copy from drop-down list, select the type of process to copy from.
   Your choices are Appraisal Processes, Libraries, Archived Appraisal Processes, and
   Archived Libraries.

5 In the Look in Process drop-down list, select the process containing the form to copy.

6 In the Available Forms area, click the form you want to copy.
   You can make multiple selections.
   **TIP:** To select a sequential group of forms, click the first form title then hold down the Shift key
   and click the last form title. To select non-sequential forms, hold down the Ctrl key and click on
   each form you want to copy.

7 Click the Copy button.
   The form(s) will appear in the Forms to Copy area.
   **NOTE:** To remove form(s), select the form title(s) and click the Remove button.

8 Click the OK button.
   The selected form(s) will be copied to the Appraisal Forms page.

---

**Editing an Appraisal Form**

**To Edit an Appraisal Form**

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2 From the left navigator, click the Forms link.

3 Click the link of the appraisal form that you want to edit. The Form Properties page appears.

4 Make any changes you want, and then click Save Changes.

5 Click the Preview Form button, and then click the OK button to generate and preview your changes.

Tip: If you want to edit the sections, click Form Sections in the navigator at the left of the page.

NOTE: Once the appraisal process has been opened, there is the possibility that the form is already in use, (i.e. a participant may have completed an appraisal). Additions or changes to sections may lead to loss of data or incomplete sections. Appraisal forms should be thoroughly tested before the appraisal process is opened so the forms can be finalized before they become available to participants.

Appraisal forms that have been responded to CANNOT be edited and are identified as such in the Form Properties page.

The risks of editing an appraisal form are reduced if the following conditions are met:
• Few participants have entered the appraisal process
• No participants are currently logged in to the process
• Database backups have been performed prior to the change
• Changes are thoroughly tested

Using Electronic Signatures

When you use Electronic Signatures in your process, employees must enter their passwords during the sign-off step. A successful authentication stores a PDF format copy of the appraisal in the database with the signatory’s name, the subject’s name, and timestamp of the sign-off. This PDF becomes the “Legal” copy of the appraisal.

When the User clicks on the Sign-off step, they are presented with a list of the sign-offs they need to complete.

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Direct Manager</th>
<th>Action</th>
<th>Appraisal</th>
<th>Self</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smith, Hal</td>
<td>Buckner, Dave</td>
<td>![Sign Off]</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
When the user clicks the **Sign-off** link, they are presented with a page that confirms their identity by asking for their password.

![Appraisal Sign-off](image)

You must do three things before you can use Electronic Signatures:

- Configure your process steps. For more information, see “Configuring Process Steps” on page 73.
- Add at least one Sign-off step with a prerequisite step to your process. For more information, see “Adding a Sign-off Step with a Prerequisite Step” on page 74.
- Turn on Electronic Signatures in the Form Properties page. For more information, see “Turning on Electronic Signatures” on page 74.

### Configuring Process Steps

To use Electronic Signatures, your process must contain at least one of the following steps:

- Employee Sends Appraisal for Competency Rating
- Manager Writes Employee Appraisals
- Employee Adds Final Comments
- Manager Writes Comments
- HR Rep Writes Comments
- Second Level Manager Writes Comments

For more information on adding these steps, see “Adding a New Step to an Appraisal Process” on page 42.

In addition, there must also be a sign-off step in your process, and this step must have a prerequisite step. For more information, see “Adding a Sign-off Step with a Prerequisite Step” on page 74.
Adding a Sign-off Step with a Prerequisite Step

In addition to one of the steps noted above, your process must have a sign-off step and the sign-off step must have a prerequisite step.

A prerequisite step is a step that must be completed before a different step. For example, you might decide that the HR Rep must sign-off on an employee’s self-appraisal before the manager writes the appraisal step becomes available to managers.

Further, if you have more than one sign-off step, you must ensure that all of the sign-off steps in your process have pre-requisites. Note that sign-offs can be prerequisites of each other. For example, the Second Level Manager signs-off, then the Manager signs-off, and finally the Employee signs-off. Also, the first sign-off step must have a pre-requisite step that is not a sign-off step.

Although it is not mandatory, it is a good idea to use a sign-off step as the last step in your process when you are using electronic signatures.

For more information on adding a sign-off step, see “Adding a New Step to an Appraisal Process” on page 42. For more information on adding a prerequisite step, see “Defining Prerequisites for a Step” on page 46.

Turning on Electronic Signatures

Finally, you must turn on electronic signatures on the Form Properties page.

To Turn On Electronic Signatures

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3. Click the link of the appraisal form for which you want to use electronic signatures. The Form Properties page appears.
4. Select the Enable Electronic Signature check box.
5. Click Save Changes.

If you have configured your process steps and prerequisites correctly, you should not see any error messages in red text on the Form Properties page.
Troubleshooting Electronic Signatures

If Electronic Signatures are not configured correctly, an error message will appear in red text on the Form Properties page:

If this occurs, check that you have configured your process steps correctly, and that you have added a sign-off step with a prerequisite.

For example, suppose your process has the following steps:

- Step 1: Employee Writes Self-Appraisal
- Step 2: HR Rep Approves Self-Appraisals
- Step 3: Manager Writes Employee Appraisals
- Step 4: Manager Sign-off

To use electronic signatures in this process, you would need to ensure that the “Manager Writes Employee Appraisals” step is a prerequisite step of the “Manager Sign-off” step.

Exporting Forms

The Export functionality within an Appraisal Process allows you to export forms. Only one form can be exported at a time. This export will create a file that can be stored separately from the eAppraisal application.

NOTE: The created file will be a XML document, and therefore is not compatible with other applications (like Excel).
**Chapter 5: Appraisal Forms**

**To Export a Form**

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Forms** link.
3. Click the **Export Form** button.
4. Click the form you want to Export, and then click the **Export** button. An **Export Form** window appears.
5. To save the file, right-click the file icon, and then click **Save Target As**.
6. Type a file name and select the location to store the file.
   
   **NOTE:** The export does not include the logo or picture you might have included in the header of your form.

**Importing Forms**

Rather than creating a new form within eAppraisal every time you need a new form, you can import a file and then customize it.

**To Import a Form**

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Forms** link.
3 Click the Import Form button.

![Import Form](image)

File Name: \Y:\DevShare\Dunite Header.doc [Browse...]

4 Click the Browse button to browse for the location and file name of the file you want to import.

5 Click the OK button.

Upon successful import, the file will be placed in the Appraisal Forms main page.

**NOTE:** The imported file must be an XML document generated by the Export function.

---

**Previewing Appraisal Forms**

Once you have created an appraisal form, you can preview the form to ensure that it appears as intended. Previewing the form will generate the changes that you make to the form.

**To Preview an Appraisal Form**

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Forms link.

3 Click the link to the form you want to preview.
4 Click the **Preview Form** button.
This button appears on the Form Properties page and the Form Sections page.
The form you selected appears in a new window for you to view.

**NOTE:** The **Preview Questionnaire** button is a Multirater option. Multirater must be activated with eAppraisal for this feature to work. For more information, see “*About the Multirater Module*” on page 298.

Multirater provides a way for a Manager to gather additional information about an employee. The Subject’s Name is chosen by the manager in the **Manager writes employee appraisals** step. 
The questionnaire is sent to an individual requesting that they provide feedback in the form provided. The form can range in size and include topics such as: Productivity, Initiative - Innovation, Communication - Interpersonal Skills, Performance Summary, etc.

As requested by a manager, provide feedback about an employee with whom you have interacted.

**Subject Name:**

**Productivity**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Meets standards of productivity as defined for the level and position.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Removing Appraisal Forms**

At times, you will want to remove older appraisal forms, so that the Appraisal Forms list stays organized and up-to-date.

**NOTE:** When forms are removed from a Project Process, the form assignments are also deleted from Projects associated with that Process.

**To Remove an Appraisal Form**

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Forms** link.

3 Select the check box(es) next to the form(s) you want to remove.
   **TIP:** To delete all forms, select the check box beside the **Form Title** header.

4 Click the **Delete Selected Forms** button, and then click **OK** to confirm.

The selected form(s) is (are) deleted and the **Appraisal Forms** page is automatically refreshed displaying the new changes.
Setting a Default Appraisal Form

If the majority of employee appraisals will be conducted using the same appraisal form, this form can be set as the default. Only one default form may be set. The default form will be indicated with a check mark in the Default Form column.

To Set a Default Form

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3. Under the Default Form header, click the Set as Default link for the appropriate form.

A blue check mark appears under the Default Form header for the form that has been set as the default.
Using HTML Tags in Appraisal Forms

You may include HTML tags in your form sections and lists of competencies. However, please be aware of the reserved HTML characters, and use the safe substitutions (see Figure 5-4 below).

Reserved HTML characters

<table>
<thead>
<tr>
<th>Character</th>
<th>Safe Substitution</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;</td>
<td>&lt;</td>
</tr>
<tr>
<td>&gt;</td>
<td>&gt;</td>
</tr>
<tr>
<td>&amp;</td>
<td>&amp;</td>
</tr>
<tr>
<td>&quot;</td>
<td>&quot;</td>
</tr>
<tr>
<td>©</td>
<td>®</td>
</tr>
<tr>
<td>™</td>
<td>©</td>
</tr>
<tr>
<td>space</td>
<td> </td>
</tr>
<tr>
<td>line break</td>
<td>&lt;br&gt;</td>
</tr>
</tbody>
</table>

Examples:

<table>
<thead>
<tr>
<th>Desired text:</th>
<th>Text to enter:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enter your &lt;employee ID&gt; here.</td>
<td>Enter your &amp;employee ID&amp;gt; here.</td>
</tr>
<tr>
<td>Status is &quot;Complete&quot;.</td>
<td>Status is &quot;Complete&quot;</td>
</tr>
<tr>
<td>R&amp;D Department followed by spaces</td>
<td>R&amp;D Department    followed by spaces</td>
</tr>
<tr>
<td>Line 1 Line 2</td>
<td>Line1 &lt;br&gt;Line 2</td>
</tr>
</tbody>
</table>

Figure 5-4  Reserved HTML Characters and Examples

HTML tags may not be applied to Comment Helper text, rating scale text, step name, workflow text, user information or group names. HTML tags should only be used for Section Title, Competency title and certain section descriptions. Contact Halogen Support for more details on using HTML tags.
Appraisal Form

Tags not included in the “Supported HTML Tags” list (see Figure 5-5 below) will be rendered literally on the appraisal form.

<table>
<thead>
<tr>
<th>Supported HTML tags</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;b&gt;&lt;/b&gt;</td>
<td>bold</td>
</tr>
<tr>
<td>&lt;strong&gt;&lt;/strong&gt;</td>
<td>bold</td>
</tr>
<tr>
<td>&lt;font&gt;&lt;/font&gt;</td>
<td>font settings</td>
</tr>
<tr>
<td>&lt;em&gt;&lt;/em&gt;</td>
<td>italicized</td>
</tr>
<tr>
<td>&lt;i&gt;&lt;/i&gt;</td>
<td>italicized</td>
</tr>
<tr>
<td>&lt;u&gt;&lt;/u&gt;</td>
<td>underline</td>
</tr>
<tr>
<td>&lt;p&gt;&lt;/p&gt;</td>
<td>paragraph settings</td>
</tr>
<tr>
<td>&lt;a href&gt;&lt;/a&gt;</td>
<td>anchor element</td>
</tr>
<tr>
<td>&lt;br&gt;</td>
<td>line break</td>
</tr>
<tr>
<td>&lt;center&gt;&lt;/center&gt;</td>
<td>centers enclosed items</td>
</tr>
<tr>
<td>&lt;div&gt;&lt;/div&gt;</td>
<td>selected block settings</td>
</tr>
</tbody>
</table>

*Figure 5-5  Supported HTML Tags*

Exporting to a PDF document

When saving an appraisal form as a PDF format document, no HTML tags are rendered. The HTML tags included in the “Supported HTML Tags” list above are removed from the PDF document. Tags not included in the “Supported HTML Tags” list above will be rendered literally on the appraisal form.

Finding and Replacing Text

The Find and Replace feature allows you to find and replace text in individual or multiple Forms. You can find and replace text in the following areas:

- Section titles
- Labels
- Text in Static Text sections
- Static Text Goals
- Competency titles
- Descriptions
- Ratings

You cannot find and replace text in Competency pop-up helper and Comment helper text, however.

For more information, see any of the following:
• “To Find Text” on page 82

To Find Text

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Forms** link.

3 Select the check box(es) next to the Form(s) you want to search, or select the check box at the top of the list to search all Forms.

4 Click the **Find and Replace Text** button.

5 In the **Find** field, enter the text you want to search for.

6 If necessary, select the **Match case** and/or **Find whole words only** check box(es).

7 Click the **Find Next** button.
   The results of your search—including the name of the Form, the Section, the context, and the number of matches—appear in the **Search Results** area.

8 If necessary, click the **Find Next** button again to view the next instance of the text you are searching for.
   **Tip:** To view the Form to see the context of the text, click the View Form icon  

To Replace Text

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2 From the left navigator, click the **Forms** link.

3 Select the check box(es) next to the Form(s) you want to search, or select the check box at the top of the list to search all Forms.

4 Click the **Find and Replace Text** button.

5 In the **Find** field, enter the text you want to search for.

6 In the **Replace with** field, enter the replacement text.

7 Click the **Find Next** button.
   The results of your search—including the name of the Form, the Section, the context, and the number of matches—appear in the **Search Results** area.
   **Tip:** To view the Form to see the context of the text, click the View Form icon.

8 Click the **Replace** or the **Replace All** button.

9 Click the **Save** button.
Chapter 6

Appraisal Form Sections

Chapter Scope

This section describes working with Form Sections, setting up the Section types, and configuring Competencies.

The section topics are as follows:

• “Working with Form Sections” on page 86
• “Working with Section Types” on page 106
• “Working with Competency Sections” on page 150
• “Working with Competencies” on page 166
Working with Form Sections

When you create a Form, you must configure the Form Sections. You can configure your Form Sections in several ways, including:

- “Adding Form Sections” on page 86
- “Copying Form Sections” on page 88
- “Copying Multiple Form Sections to Other Forms” on page 90
- “Deleting Multiple Sections from Other Forms” on page 94
- “Defining Form Section Weighting” on page 97
- “Deleting Form Sections” on page 98
- “Granting Rights to Modify and View Sections” on page 99
- “Reordering Form Sections” on page 102
- “Selecting Print Settings” on page 103
- “Creating a Job Description Base Form” on page 104

Adding Form Sections

The appraisal form may contain a number of Sections. Sections refer to the components of the form, such as a section for setting goals, a list of competencies upon which employees are rated, and a space for comments.

The Form Sections page displays a list of sections to be included on the appraisal form. This page also displays the people who have access to modify each section.
NOTE: If weighting is enabled in the Form Properties - Options area, the Form Sections page will show a section called Section Weighting at the top of the List of Included Sections. If a competency is found to have an inaccurate amount of rating with respect to the competency section point scale, the message: “RED = Competency NOT ready. One or more competency section is not ready.” will appear at the top of the Form Sections page.

NOTE: If weighting is not enabled, an Overall Score Section Filter section appears at the top of the Form Sections page. This filter allows the Administrator to include the scored sections of the form that make up the overall score (the Past Goals and Competencies sections).

You may choose to include any or all of the following sections:

- Company header
- Employee identification
- Appraisal context
- Static text
- Past Goals
- New Goals
- Summary
- Competencies
- Succession Planning
- Development Plan
- Open Ended Questions
- Comments
- Signatures
- Custom section
- Printing Page Break
To Add a Form Section

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Forms** link.
3. In the **Form Title** area, click the link to the Form.
4. From the left navigator, click the **Form Sections** link.
5. Click the **Add Section(s)** button.
   
The **Add Sections** window appears.

6. Under **Sections**, click the Sections you want to add, and then click the **Add** button.
   
The **Printing Page Break** section allows you to insert a page break between sections. This page break is used when printing the form using the “Prepare for Print” link.

7. After you have added all the Sections you want, click the **OK** button.
   
The selected sections have been added to the form.

**Copying Form Sections**

Form Sections may be copied from other Appraisal Processes. This saves time and ensures consistency across Processes. If you want to copy Form Sections to more than one Form at a time, see “**Copying Multiple Form Sections to Other Forms**” on page 90.

**Note**: You cannot copy the Succession Planning section and it can only appear once in your Form.
To Copy a Form Section

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3. In the Form Title area, click the link to the Form.
4. From the left navigator, click the Form Sections link.
5. Click the Copy From button.
6. In the Copy From window, select the type of process to look in from the Copy From drop-down list.
   Your choices are Process, Libraries, Archived Processes, or Archived Libraries.

   ![Copy From...](image)

   Copy From: 
   Look in Process: < Current Process >
   Form: ASRF - Ahita Short Rating Format

7. In the Look in Process drop-down list, click the Appraisal Process to copy from.
8. In the Form drop-down list, click the Appraisal Form containing the section you want to copy from.
9. Under Available Sections, click the section you want to copy, and then click the Copy button.
   The Section will appear in the Sections to Copy list.
After you have selected all of the sections to copy from the Form, click the OK button. All selected sections are copied into your Form.

**Copying Multiple Form Sections to Other Forms**

You can copy a section (or sections) from a Form to another Form, or you can copy a section (or sections) to several different Forms in a single process. For example, if you have a Company Header section and you make changes to it in one Form, you can copy the new Company Header section to all of your other Forms in a different process in one step. Note that you cannot copy a Summary section with this procedure.

**To Copy Multiple Form Sections to Other Forms**

1. In the Appraisal Center, click the Process Details link for the appraisal that contains the sections you want to copy from (source).
2. From the left navigator, click the Forms link.
3. In the Form Title area, click the link to the Form.
4. From the left navigator, click the Form Sections link.
5 Select the check box(es) next to the section(s) you want to copy to the destination Form(s), and then click the Mass Form Change button.

The Mass Form Change - Form Sections window displays.

6 (Optional) If you are copying a section that is capable of maintaining a score, such as a scored Past Goals section, you can configure the weight value in the Weight column. For more information, see “About Configuring Section Weight Values” on page 93.

7 In the Copy To drop-down list, select the destination Appraisal, Library, Archived Appraisal, or Archived Library that you want to copy the Form section(s) to.

8 In the Look in Process drop-down list, select the Process that you want to copy the Form Sections to. Note that only closed processes will appear in the list. For more information on closing a process, see “Closing an Appraisal Process” on page 15.

The list of Forms in the Process appear in the Available Forms field.

9 In the Available Forms field, select the Form, or press the CTRL or SHFT key to select several non-adjacent, or adjacent Forms, respectively, and then click the Select button. Note that the current Form will not appear in the Available Forms list.

Tip: If you have many available Forms, enter text from the Form code or Form title in the Contains field, and then click the Find button to filter the list of returned Forms.

The destination Forms appear in the Destination Forms field.

10 (Optional) To change the position of the Sections, click either the First, Last, or Place immediately following the selected section if it exists radio button. If you clicked the
Sections will appear in the following position on the destination forms radio button, choose a position from the drop-down list.

11 (Optional) If a Section from the source Form has the same name and is of the same type of Section as a Section in the destination Form and you want to allow both sections to appear in the destination Form, select the Allow a copied section to duplicate an existing section of the same name check box.

12 Click the Continue button.

The Summary of Results window displays showing the Forms and Sections that will be changed. If you do not want to make a change to a Form, clear the associated check box.

In addition, any notes about the change (if applicable) will appear here. For more information on notes, see “About Copying/Deleting Sections/Competencies Notes” on page 94.

13 (Optional) To print this page before continuing, click the Prepare for printing link, then click the Print this page link, and then click the Print button.

14 (Optional) If the destination Form has weighting, you can configure the new weights in this window.

15 Review your changes, and then click the OK button to confirm.

For more information on messages that appear in the Notes column, see “About Copying/Deleting Sections/Competencies Notes” on page 94.

16 Once the page refreshes, click the Close button.
About Configuring Section Weight Values

If you copy a Section capable of maintaining a score, such as a scored Past Goals section, you have the option to configure the weight of these sections on the destination Form. Note that your weight values can be anything from 0 to 100, but the total cannot be over 100. In addition, if the destination Form has responses, you cannot configure the weight values.

Tip: If you are copying weighted Competencies from your source Form and you want to have weighting on the destination Form, you must turn on weighting in the destination Form properties.
Chapter 6: Appraisal Form Sections

About Copying/Deleting Sections/Competencies Notes

When you copy or delete sections or competencies from a form in a process, you may be presented with some notes. Table 6-1 below describes these notes.

Table 6-1 Copying/Deleting Sections/Competencies Notes

<table>
<thead>
<tr>
<th>Note</th>
<th>Cause and possible solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>No reference section located</td>
<td>The system could not find the section you are trying to copy or delete.</td>
</tr>
<tr>
<td>Duplicate found</td>
<td>If you want to allow duplicate sections to be created when you copy sections or competencies, select the Allow a copied section to duplicate an existing section of the same name check box or the Allow a copied competency to duplicate an existing competency of the same name check box.</td>
</tr>
<tr>
<td>No candidate found</td>
<td>The system could not find the section you are trying to delete. Ensure that the section you want to delete is on the form.</td>
</tr>
<tr>
<td>One one succession planning section allowed</td>
<td>The destination form already has a succession planning section. A form can only have one succession planning section.</td>
</tr>
<tr>
<td>Section is part of a single section summary</td>
<td>The selected section cannot be deleted because it is part of the summary section.</td>
</tr>
<tr>
<td>Section is linked to a talent pool</td>
<td>The section cannot be deleted because it is linked to a talent pool. Delete the link to the talent pool if you want to delete the section.</td>
</tr>
<tr>
<td>Section has a weight, and cannot be deleted</td>
<td>The section you are trying to delete has a weight value associated with it and it has responses; therefore, it cannot be deleted.</td>
</tr>
<tr>
<td>Other sections of this name can be deleted</td>
<td>This note occurs if there is more than one section on the destination form with the same name. In this situation, one section can be deleted, but the other section(s) with the same name cannot be deleted.</td>
</tr>
</tbody>
</table>

Deleting Multiple Sections from Other Forms

You can delete multiple sections from other Forms in a process in one step. For example, if you find that you no longer need a section or sections in any of your Forms, you can delete them all in one step.
To Delete Multiple Sections from Other Forms

1. In the Appraisal Center, click the Process Details link for the appraisal that contains the sections you want to delete in your other Forms.

2. From the left navigator, click the Forms link.

3. In the Form Title area, click the link to the Form.

4. From the left navigator, click the Form Sections link.

5. Select the check box(es) next to the section(s) you want to delete from the destination Form(s), and then click the Mass Form Change button.

   The Mass Form Change - Form Sections window displays.

6. Click the Delete the selected form sections from the destination forms radio button.

7. In the Copy To drop-down list, select the destination Appraisal, Library, Archived Appraisal, or Archived Library that you want to delete the Form section(s) from.

8. In the Look in Process drop-down list, select the Process containing the Form Sections you want to delete. Note that only closed processes will appear in the list. For more information on closing a process, see “Closing an Appraisal Process” on page 15.

   The list of Forms in the Process appear in the Available Forms field.
9 In the **Available Forms** field, select the Form, or press the CTRL or SHFT key to select several non-adjacent, or adjacent Forms, respectively, and then click the **Select** button. Note that the current Form will not appear in the **Available Forms** list.

**Tip:** If you have many available Forms, enter text from the Form code or Form title in the **Contains** field, and then click the **Find** button to filter the list of returned Forms.

The destination Form(s) appear in the **Destination Forms** field.

10 Click the **Continue** button.

The Summary of Results window displays.

11 (Optional) To print this page before continuing, click the **Prepare for printing** link, then click the **Print this page** link, and then click the **Print** button.

12 (Optional) If the destination Form has weighting, you can configure the new weights in this window.

13 Review your changes and then click the **OK** button to confirm.

For more information on messages that appear in the **Notes** column, see “About Copying/Deleting Sections/Competencies Notes” on page 94.

14 Click the **Close** button.
Defining Form Section Weighting

If weighting is enabled, the Section Weighting section is displayed on the Form Sections page. This section is not displayed on the form. It is simply used to define weights for applicable sections on the form.

To Define Form Section Weighting

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2. From the left navigator, click the Forms link.

3. In the Form Title area, click the link to the Form (this must be a Form that has weighting enabled).

4. From the left navigator, click the Form Sections link.

5. In the Form Sections area, click the Section Weighting link. The Define Form Sections Weighting window displays.

6. Do one of the following:
   - Enter the weight for each required section. If you do not want to include weights for a section, type 0%.

   The weights you enter must total 100% or 0% in order to be able to save your changes.
   - Select the Multiplier check box for each required section. For more information on using a multiplier in a section weighting, see “About Section Weighting Multipliers” on page 98.

   Note: If you have allowed scores to be outside of the scale (see step 18 in “Creating a Form” on page 64) and you have added the section score directly to the overall score (see step 7 in “Working with Competency Sections” on page 150) there will be a check mark for the competency section in the Weightless column.

7. Click the OK button.
About Section Weighting Multipliers

If required, you can set up a multiplier within the Competencies or Past Goals sections. The multiplier option factors into the overall score rather than factoring into the regular scoring tabulation. For example, suppose you have three sections with one being the multiplier. The overall score is calculated with the “normal” sections first. The score of the multiplier is divided by its rating score and then multiplied by the overall score to get the final score.

Consider the following example:

Past Goals score: 3.9/5
Competencies score: 3.3/5
Overall multiplier score: 3.5/5

In this example, the calculation would be as follows:

\[
\frac{3.9+3.3}{2} = 3.6 \\
\frac{3.5}{5} = 70\% \\
3.6 \times 70\% = 2.5
\]

Therefore, the overall score = 2.5

Deleting Form Sections

Form Sections may be deleted from the appraisal form.

To Delete a Form Section

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3 In the Form Title area, click the link to the Form.

4 From the left navigator, click the Form Sections link.

5 Select the check box(es) next to the Section(s) you want to delete.

6 Click the Delete Selected button.

You will be asked: “Are you sure you want to delete the selected sections? Deleting sections with weights assigned to them will reset all section weighting.”

7 Click the OK button.

The Form Sections page will automatically refresh and display the changes.

### Granting Rights to Modify and View Sections

Different sections of the form may be modified and/or viewed by Employees, Managers, Project Leader (when applicable) and/or HR Representatives.

To control access to these sections, you can grant access rights to modify/view each section. This ensures that employees are not able to modify the ratings or comments in their appraisals or view specific sections. You may also “lock” sections after approval has been granted, so that further changes cannot be made.

#### To Grant Rights to Modify Sections

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2 From the left navigator, click the **Forms** link.

3 In the **Form Title** area, click the link to the Form.

4 From the left navigator, click the **Form Sections** link.

5 In the **Section Rights** area, in the **Change Rights** column, click the **Change** link for the required section.
6 In the **Rights for Form** area, in the **Modification Rights** area, select the check box(es) next to the person(s) that you want to be able to modify the section.

```
<table>
<thead>
<tr>
<th>Rights for Form Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specify who has rights to the contents of this section in the evaluation form.</td>
</tr>
<tr>
<td>Section Name:</td>
</tr>
<tr>
<td>Section Type:</td>
</tr>
<tr>
<td><strong>Modification Rights:</strong></td>
</tr>
<tr>
<td>(Does not apply to self-appraisals)</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

☑ Lock contents of this section after any approval step.

**NOTE:** In the case of Project Processes there will be no Direct Manager or 2nd Level manager reference; the role of Project Leader will be available to select from instead.

```

7 Select the **Lock contents of this section after any approval step** check box if you want to stop users from modifying the section after any approval step has been completed.

8 Click the **OK** button.

Editable sections will show the 🔎 symbol under the appropriate role.

**NOTE:** There are no access rights for the Company Header, Static Text, Signatures, Summary and Printing Page Break sections.
Chapter 6: Appraisal Form Sections

To Grant Rights to View Sections

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2. From the left navigator, click the Forms link.

3. In the Form Title area, click the link to the Form.

4. From the left navigator, click the Form Sections link.

5. In the Section Rights area, in the Change Rights column, click the Change link for the required section.

6. In the Rights for Form area, in the Visibility Rights area, select the check box(es) next to the person(s) that you want to be able to view the section.

   ![Rights for Form Section Table]
   
   | Section Name: | Signatures |
   | Section Type: | Signatures |

   Warning: A section that is hidden from any user will not appear on the electronically signed pdf when electronic signature is enabled for the form.

   Visibility Rights:
   - [ ] Employee
   - [ ] Direct Manager
   - [ ] HR Representative
   - [ ] Higher Level Manager

   NOTE: In the case of Project Processes there will be no Direct Manager or Higher Level manager reference; the role of Project Leader will be available to select from instead.

7. Click the OK button.

   Editable sections will show the symbol under the appropriate role.

   NOTE: There are no view rights for the Past Objectives, Competency, Summary and Printing Page Break sections.

Reordering Form Sections

You may change the order in which Form Sections are presented on the Appraisal Form.

To Reorder a Form Section

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2 From the left navigator, click the **Forms** link.

3 In the **Form Title** area, click the link to the Form.

4 From the left navigator, click the **Form Sections** link.

5 In the **Form Sections** area, click the **Reorder** button.

### Reorder Sections

<table>
<thead>
<tr>
<th>Sections</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Header</td>
</tr>
<tr>
<td>Employee Identification</td>
</tr>
<tr>
<td>Appraisal Context</td>
</tr>
<tr>
<td>Rating Scale</td>
</tr>
<tr>
<td>Note</td>
</tr>
<tr>
<td>Competencies</td>
</tr>
<tr>
<td>Summary Score</td>
</tr>
<tr>
<td>New Objectives</td>
</tr>
<tr>
<td>Development Plan</td>
</tr>
<tr>
<td>Employee Comments</td>
</tr>
<tr>
<td>Signatures</td>
</tr>
<tr>
<td>Past Objectives</td>
</tr>
</tbody>
</table>

6 Click the name of the Section to reorder, and then click the **Move Up** or **Move Down** buttons to change the order.

7 Click the **OK** button.

The result of the change will be displayed in the **Form Sections** window.

---

**Selecting Print Settings**

This feature lets you define which sections are part of the different types of form printing formats.

The three types of print settings you can choose from are:

- **N = Normal**: Forms will print in normal size on the page and include everything.
- **C = Condensed**: Forms will print a condensed version, removing extra white spaces and only showing the selected rating.
- **P = PDF**: Anytime a form is exported to PDF, or in an electronically signed PDF, the selected sections will print.
To Select Print Settings

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Forms** link.
3. In the **Form Title** area, click the link to the Form.
4. From the left navigator, click the **Form Sections** link.
5. Select the check box(es) under the appropriate column for each of the print modes available.
6. Click **Save Print Settings**.

Creating a Job Description Base Form

A Job Description Base form is an eAppraisal form that contains competency sections and configuration options to automatically generate a custom eAppraisal form for each participant in a process based on the competencies of a participant's assigned job description. As participants are added to a process, a custom eAppraisal form will be generated from the default base form if the participants assigned job description was created from those templates and sections identified in the JD base form. Once you have created at least one Job Description (JD) Base form, you may generate a custom eAppraisal form using the content of the Base Form based on a specific job description.

**NOTE:** The selected JD Base Form must have at least one competency section that is linked to a job description. The new evaluation form cannot be generated if the job description selected was not created from the defined template(s) and sections already identified in the JD Base Form. As well, if a selected job description already has a generated evaluation form, it cannot be re-generated.

To Create a Job Description (JD) Form

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2 From the left navigator, click the **Forms** link.

3 In the **Form Title** area, click the link to the Form.

4 From the left navigator, click the **Form Sections** link.

5 In the **Form Sections** area, click the **Create JD Form** button.

   The **Create Job Description Form** pop-up opens.

   ![Create Job Description Form](image)

   **NOTE:** By default, all published and assigned job descriptions will display in the **Job Descriptions Available** list.

6 Enter search criteria in the **Search job description IDs or titles** field, and click the **Search** button.

   Any matching entries will display in the **Job Descriptions Available** list.

   OR Click the **Show All** button.

   This will clear any entries in the search field and show all job descriptions.

   **NOTE:** You can also filter the job descriptions by selecting from the **Job Categories** list.

7 In the **Job Descriptions Available** list, pick a JD that the new job description base form will be based on, then click the **Select** button.

   The JD appears in the **Job Description is:** field.

   **NOTE:** If an employee has more than one JD actively assigned, the competencies will be pulled from the JD that has been assigned the longest.

8 Click **OK**.

   A confirmation pop-up indicates that the form has been created.

9 Click **OK**.

   The new JD base form will have all form and section settings directly copied from the Job Description Base Form except for the competency sections which have been set to populate based on job description competencies based on an employee’s assigned job description.
Working with Section Types

When you create a Form, you will often have many different Section Types within the Form. Some examples of Section Types include a Company Header, Employee Identification, Past Goals, New Goals, and so forth. You can configure your Section Types in several ways, including:

- “Setting Up the Company Header” on page 106
- “Defining the Employee Identification Section” on page 107
- “Setting Up an Active Certifications Section” on page 110
- “Defining the Appraisal Context” on page 112
- “Entering Static Text” on page 113
- “Setting Up a Past Goals Section” on page 115
- “Setting Up a New Goals Section” on page 126
- “Setting Up a Summary Section” on page 130
- “Defining Competencies” on page 133
- “Setting Up a Development Plan Section” on page 134
- “Setting Up an Open Ended Questions Section” on page 137
- “Setting Up a Comments Section” on page 139
- “Setting Up a Section for Signatures” on page 144
- “Setting Up a Custom Section” on page 145
- “Setting Up a Succession Planning Section” on page 147
- “Adding a Printing Page Break” on page 148

Setting Up the Company Header

The Company Header is a form section option that enables you to customize the top section of your form. The header can consist of your company logo and any text you want to add.

Note that your form must have a Company Header section before you can configure it. For more information, see “Adding Form Sections” on page 86.

To Set Up the Company Header

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2 From the left navigator, click the **Forms** link.

3 In the **Form Title** area, click the link to the Form.

4 From the left navigator, click the **Form Sections** link.

5 In the **List of Included Sections** area, click the **Company Header** link. The **Form Section Options** window appears.

6 Click the **Browse** button and select your Logo file. The selected file appears in the **Logo Image** text box.

   **NOTE:** For best results, logo files should be saved as .gif, .jpg, or .png file formats.

7 Click the **Left**, **Center**, or **Right** radio button next to **Logo Alignment**. This aligns the image to the left, center or right of the header area.

8 In the **Header Text** text box, type the text you want to appear in the header.

9 Click the **Left**, **Center**, or **Right** radio button next to **Header Alignment**. This aligns the text to the left, center or right of the header area.

10 Click the **OK** button.

   **NOTE:** Click the **Preview Form** button at the top of the **Form Sections** page to generate your changes.

---

**Defining the Employee Identification Section**

The Employee Identification section contains the employee's name and any other information that you want to include. For example, you may include the employee's job title, department, work group, e-mail address, phone number, etc.
Note that your form must have an Employee Identification section before you can configure it. For more information, see “Adding Form Sections” on page 86.

In the Employee Identification section you can now add employee certifications information to appear on appraisal forms, Multirater questionnaires, or talent assessment forms. The Active Certification section will only appear if the Halogen eLearning Manager module is licensed. For more information, see “Setting Up an Active Certifications Section” on page 110.

When Halogen Job Description Builder is licensed, you can display an employee’s currently assigned job description(s). You also have the option to display the job description ID and title that was used to automatically create the evaluation (eAppraisal) forms.

To Define the Employee Identification Section

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3. In the Form Title area, click the link to the Form.
4. From the left navigator, click the Form Sections link.
5 In the List of Included Sections area, click the Employee Identification link. The Form Section Options - Employee Identification window appears.

![Form Section Options](image)

6 In the Employee Identification area, in the Section Title field, edit the title of the section (if necessary).

7 In the Display Options area, do any of the following:
   • Clear the Show section on appraisal form check box if you do not want this section to appear on the form.
   • Select the Show section on Multirater questionnaire check box if you want this section to appear on the Multirater questionnaire.

8 In the Name Formatting area, select the “Name” Label check box, and then edit the text in the text box (if necessary).
9 Select either the **Firstname Lastname** or the **Lastname, Firstname** radio button. If you want to show a salutation or show middle initials, select the corresponding check boxes.

10 In the **Active Certifications** area, select the check box and enter text in the text boxes.

11 In the **Job Description Information** area, select the check box and enter text in the text box. This area is only available when *Halogen Job Description Builder* is licensed.

12 In the **Additional Information** area, select the appropriate check boxes to include other fields. You can edit each text field label.

13 If required, use the **Custom** fields to include extra information such as including the employee’s start date.

14 In the **Position Table** section, fields may be re-positioned on the form by left-clicking on the field to be moved, dragging it to the new position and left clicking again to drop it in place. **NOTE:** If you make any changes to a section of the form, you must click the **Preview Form** button to generate the changes.

<table>
<thead>
<tr>
<th>Position Table:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Name:</strong></td>
</tr>
<tr>
<td><strong>Job Title:</strong></td>
</tr>
<tr>
<td><strong>Work Group:</strong></td>
</tr>
</tbody>
</table>

15 Click the **OK** button.

**Setting Up an Active Certifications Section**

Employee certifications can now be added to appear on appraisal forms, Multirater questionnaires, or talent assessment forms. You can setup an **Active Certification** display from the **Employee Identification** section. The **Active Certification** section will only appear if the *Halogen eLearning Manager* module is licensed.
Note that your form must have an **Employee Identification** section before you can configure and setup **Active Certification**. For more information, see “Adding Form Sections” on page 86.

**To Setup an Active Certifications Display Section**

1. Ensure you have selected the form, and in the **List of Included Sections** area, click the **Employee Identification** link.
   
The **Form Section Options - Employee Identification** window appears.

2. In the **Active Certifications** area, select the check box.
   
   This will allow an employee’s certifications information to appear on an appraisal form.
   
   **NOTE:** When selected employee’s certification will also appear on questionnaires and assessment forms when applicable.

3. In the **Certification List Label** text field, edit text as needed.
   
   While entering text is optional, the list label may be up to 30 characters in length.
   
   • If there is more than one certification in the list, they will appear in alphabetical order on forms.
   
   **NOTE:** All certification labels are not mandatory and can be cleared of all text.

4. In the **Certification Status Label** text field, edit text as needed.
   
   While entering text is optional, the status label may be up to 30 characters in length.
   
   • When a certification is renewed or re-awarded, only the most recent record appears on the form.
   
   **NOTE:** Certifications with a status of Valid or Expired will appear. Certifications with a status of Cancelled are considered inactive and will not appear.

5. In the **Awarded Date Label** text field, edit text as needed.
   
   While entering text is optional, the status label may be up to 30 characters in length.
6 In the **Valid Until Date Label** text field, edit text as needed.
   
   While entering text is optional, the status label may be up to 30 characters in length.
   
   **NOTE:** When activated the certification information will always be the last information in an “Employee ID” section of a form or questionnaire. The certification information will be grouped with the “Employee ID” section, and the positioning of the display text will be linked to any “Employee ID” Position Table settings.

7 Click the **OK** button.

**OR** Continue defining the Employee Identification section options.

---

**Defining the Appraisal Context**

The Appraisal Context refers to the following information:

- Evaluation Date
- Review Period
- **Purpose of Appraisal** - Annual, Interim, Anniversary or other

Note that your form must have an **Appraisal Context** section before you can configure it. For more information, see “**Adding Form Sections**” on page 86.

**To Define the Appraisal Context**

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Forms** link.

3 In the **Form Title** area, click the link to the Form.

4 From the left navigator, click the **Form Sections** link.
5 In the List of Included Sections area, click the Appraisal Context link. The Form Section Options - Appraisal Context window appears.

6 In the Appraisal Context area, in the Section Title text box, edit the title of the section (if necessary).

7 In the Fields area, select the check box(es) next to the field(s) you want to include, and then edit the text in the text box (if necessary).

8 To add other fields, select the Text 1 through Text 12 check boxes, and then add text for each Label.
   For example, you might want to include a field titled “Evaluated by:” in the Text 1 field.

9 Click the OK button.
   NOTE: If you make any changes to a section of the form, you must click the Preview Form button to generate the changes.

**Entering Static Text**

Static Text is used to include general instructions for completing the Appraisal Form. The text will be the same for all appraisals and may be entered anywhere in the form. You may enter more than one Static Text section.
This section will also show you how to Hide this information from other personnel.

Note that your form must have a Static Text section before you can configure it. For more information, see “Adding Form Sections” on page 86.

To Enter Static Text

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3. In the Form Title area, click the link to the Form.
4. From the left navigator, click the Form Sections link.
5. Click the Static Text link.
   
   The Form Section Options - Static Text window appears.

6. In the Section Title field, edit the text (if necessary).
7. In the Display Options area, do any of the following:
   • Clear the Show section on appraisal form check box if you do not want this section to appear on the form.
   • Select the Show section on Multirater questionnaire check box if you want this section to appear on the Multirater questionnaire.
8. In the Text field, enter the text you want to appear.
   You may enter a maximum of 3000 characters.
9 Click the **OK** button.

**NOTE:** If you make any changes to a section of the form, you must click the **Preview Form** button to generate the changes.

**NOTE:** To change the visibility settings of this section, see “*Granting Rights to Modify and View Sections*” on page 99.

---

### Setting Up a Past Goals Section

This section allows for many options, such as:

- Including (employee's) self-appraisal comments on a manager's form
- Including a Past Goals section on a Multirater form
- Enabling pre-filling of Past Goals from another process and/or from personal pages
- Setting up the minimum and maximum number of Goals, along with text field size
- Including multiple columns
- Including a Status, Due, and Completed date fields
- Enabling scoring
- Making a Section Score mandatory
- Including (employee's) self-appraisal score on manager's form
- Disabling editing of Section Score
- Setting score targets
- Hiding individual goal scores
- Including sub-items

You may add a section to the form outlining goals that were set during the last performance appraisal, and comments about how these goals were met.

Note that your form must have a **Past Goals** section before you can configure it. For more information, see “*Adding Form Sections*” on page 86.

---

### To Set Up a Past Goals Section

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Forms** link.

3 In the **Form Title** area, click the link to the Form.

4 From the left navigator, click the **Form Sections** link.
Chapter 6: Appraisal Form Sections

5 Click the Past Goals link.

<table>
<thead>
<tr>
<th>Form Section Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Past Goals</td>
</tr>
<tr>
<td>Section Title:        Past Goals</td>
</tr>
<tr>
<td>Include self-appraisal comments on manager's form</td>
</tr>
<tr>
<td>Include this section on Multirater form</td>
</tr>
<tr>
<td>Enable pre-filling of past goals from another process</td>
</tr>
<tr>
<td>Enable pre-filling of past goals from personal pages</td>
</tr>
<tr>
<td>Allow manager to assign Goals across multiple employees.</td>
</tr>
</tbody>
</table>

6 Do any of the following:

- If necessary, type a new title for the Section in the Section title field.
- If necessary, select the Include self-appraisal comments on manager's form check box if you want to include the employee's self-appraisal comments in-line with the appropriate goal items on the manager's form.
- If necessary, select the Include this section on Multirater form check box if you want to include this section on a Multirater form so the Manager can include Past Goals information when launching Multirater from the Performance Appraisal Form. For more information on Multirater, see “Setting Up a Multirater Process” on page 301.
- If necessary, select the Enable pre-filling of past goals from another process check box. For more information, see “Pre-filling Past Goals from Another Process” on page 116.

Note: If you turn on this option and also configure dynamic Past Goals sections (see “Creating Dynamic Past Goals Sections” on page 125), the number of goals from the source form will be made the same as the destination form.
- If necessary, select the Allow manager to assign Goals across multiple employees check box. For more information, see “Setting Up a New Goals Section” on page 126.

7 Click the OK button.

Notes:

- If you make any changes to a section, you must click the Preview Form button to save and generate them on the form.
- For more information on the remaining options in this window, see “Configuring Past Goals” on page 121.

Pre-filling Past Goals from Another Process

If required, you can enable pre-filling of past goals from another process.

To Pre-fill Past Goals from Another Process

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Forms link.
3 In the **Form Title** area, click the link to the Form.

4 From the left navigator, click the **Form Sections** link.

5 Click the **Past Goals** link.

6 Select the **Enable pre-filling of past goals from another process** check box, and then click the **Options** button.

   The Pre-filling Options page appears.

7 From the **Select Appraisal Process** drop-down list, click an Appraisal Process to draw the information from.

8 Click either the **New goals** or **Past goals** radio button under **Type of goals to be pulled in**.
9 If you need to specify a specific form to pre-fill from, select the **Select specific forms/section to pull from** check box.

Forms from the selected you selected are displayed in the **Available Forms** list.

10 From the list, click a section, and then click **Copy** to add it into the **Selected Sections** list.

The name of the form it came from is listed in brackets beside that section. This helps to differentiate if you chose multiple sections from different forms.

On the Respondent side, this data is generated from new or past goals of a previous completed process. When a Manager opens a the Manager Writes Appraisal step, all data for the Past Goals section will be pre-filled using the administrator settings.

11 Click the **OK** button.

**NOTE:** If you make any changes to a section, you must click the **Preview Form** button to save and generate them on the form.

### Pre-filling Past Goals from Personal Pages

As subjects typically create Goals in their Personal Pages, you can automatically pre-fill these Goals into a Past Goals section of an Appraisal Form. This applies to both the “Employee Writes Self-Appraisal” and “Manager Writes Employee Appraisal” steps. That is, employees will see their personal goals pre-filled in the Past Goals section when they write their Self-appraisal, and managers will see the personal goals of their Direct Reports in the Past Goals section when they write the employee’s appraisal.

**Notes:**

- You can only pre-fill Past Goals in one Past Goals section per form.
- Goals with a status of “Draft” and “Not Approved” are not pre-filled.
- If there are not enough Goals sub-sections available on the form, all of the subject’s Goals will not be pre-filled. For example, if the subject has 10 Goals and there are only 5 Goals sub-sections, only the most recent 5 Goals will be pre-filled.
- Pre-filling Past Goals from another process (if configured) runs first. Then, if there are free sub-sections in the Past Goals section, Past Goals from the Personal Pages are pre-filled. For more information on Pre-filling Past Goals from another process, see “**Pre-filling Past Goals from Another Process**” on page 116.

### To Pre-fill Past Goals from Personal Pages

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Forms** link.

3 In the **Form Title** area, click the link to the Form.

4 From the left navigator, click the **Form Sections** link.
5 Click the **Past Goals** link.

The Form Section Options window displays.

<table>
<thead>
<tr>
<th>Form Section Options</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Past Goals</strong></td>
</tr>
<tr>
<td>Section Title: Past Goals</td>
</tr>
<tr>
<td>Include self-appraisal comments on manager's form</td>
</tr>
<tr>
<td>Include this section on Multi-rater form</td>
</tr>
<tr>
<td>Enable pre-filling of past goals from another process</td>
</tr>
<tr>
<td>Enable pre-filling of past goals from personal pages</td>
</tr>
<tr>
<td>Allow manager to assign Goals across multiple employees.</td>
</tr>
</tbody>
</table>

6 Select the **Enable pre-filling of past goals from personal pages** check box.

7 Click the **Options** button.

The Pre-filling Options window displays.

<table>
<thead>
<tr>
<th>Pre-filling Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals will be pre-filled from the evaluation subject's personal pages into the Past Goals section for an evaluator based on the criteria selected below. The number of goals pre-filled is limited to the goal slots on the form.</td>
</tr>
<tr>
<td>Goals modified between the start date and end date will be included</td>
</tr>
<tr>
<td>Begin:</td>
</tr>
<tr>
<td>End:</td>
</tr>
<tr>
<td>Pre-filled personal pages goals will be ordered by their modified date</td>
</tr>
<tr>
<td>Beginning with most recent</td>
</tr>
<tr>
<td>Beginning with oldest</td>
</tr>
<tr>
<td>Note: Goals can also be pre-filled from a process, with both options enabled those pre-filled from a process will take precedence.</td>
</tr>
</tbody>
</table>
Chapter 6: Appraisal Form Sections

8 (Optional) Use the Start and End calendar icons  to set a start and end date for the subject’s goals you want to pre-fill.

If you do not enter a date range, the most recent Goals, based on the date the Goal was modified, will be pre-filled.

9 Click either the Beginning with most recent or the Beginning with oldest radio button.

10 Click the OK button.

Allowing Managers to Assign Goals to Multiple Employees

If required, you can allow your Managers to assign Past and New Goals to several of his/her Direct Reports in a single step. Note that you can only have one Past Goals and one New Goals section per form in which your Managers can assign Goals.

The Manager can assign Goals in the “Manager Writes Employee Appraisals” step.

To Allow Managers to Assign Goals to Multiple Employees

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Forms link.

3 In the Form Title area, click the link to the Form.

4 From the left navigator, click the Form Sections link.

5 Click the Past Goals or the New Goals link.

6 Select the Allow manager to assign Goals across multiple employees check box.

7 Click the OK button.
Configuring Past Goals

You can configure how Past Goals appear in an Appraisal. For example, you can define the number of Past Goals that will appear, include a second column for comments, and so forth.

To Configure Past Goals

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3. In the Form Title area, click the link to the Form.
4. From the left navigator, click the Form Sections link.
5 Click the **Past Goals** link.

<table>
<thead>
<tr>
<th>Goals Table</th>
</tr>
</thead>
<tbody>
<tr>
<td>This section contains a table of open text fields. In the first column, the employee's past goals (if any in the employee records) can be inserted into open text fields. An optional 2nd column may be added for textual comments or status.</td>
</tr>
<tr>
<td>Minimum # of goals:</td>
</tr>
<tr>
<td>Maximum # of goals:</td>
</tr>
<tr>
<td>Text field size (rows):</td>
</tr>
</tbody>
</table>

- Repeat header row: Column header: Goals
- Include title: Title:
- Include 2nd column: Accomplishments Due: Completed: Status:
- Enable scoring: Score Weight
- Section score is mandatory
- Include self-appraisal score on manager's form
- Disable editing of section score
- Set section score target of
- Hide individual goal scores

Include sub-items: Sub-Item Settings: OK Cancel
6 In the Goals Table area, do any of the following:

- In the Minimum and Maximum # of goals drop-down lists, select the minimum and maximum number of goals you want to use (maximum of 15). For more information, see “Creating Dynamic Development Plans Sections” on page 136.
- In the Text field size (rows) drop-down list, click the size (in rows) you want for the text box (maximum of 20).
- Select the Repeat Header Row check box to have the Column Header and Title Label displayed at the top of each goal. Clear the check box to have them only appear at the top of the section.
- Clear the Include title field check box if you do not want to display the title of the Past Goals section. Clear this check box if you do not want the Goal title to appear in the form preview, the form on the responding side, the Multirater assessment, or the PDF exports.
- Select the Include 2nd column check box to include Accomplishments for the goals, and you can edit the text in the box (if necessary).
- Select the Include due date check box to include one on the form, and you can edit the text in the box (if necessary).
- Select the Include completed date field check box to include one on the form, and you can edit the text in the box (if necessary).
- Select the Include status field check box to include one on the form, and you can edit the text in the box (if necessary).

7 To Enable Scoring, select the Enable Scoring check box, and then do any of the following:

- If necessary, edit the text in the Score column or Weight column fields.
- Select the Section score is mandatory check box to make the section score mandatory.
- Select the Include self-appraisal score on manager’s form check box to include the self-appraisal score on the manager’s form.
- Select the Disable editing of section score check box to stop users from editing the section score OR select the Hide individual goal scores check box. You cannot select both of theses check boxes.

**NOTE:** If you have weighting enabled on the form and you hide individual goal scores, the weights will still appear on the form.

- Select the Set section score target of check box if you want to set a target score, and then type the target score in the text field. The target score must be between 0 and the Scoring Scale value you entered in the Form Properties. For more information, see “Creating a Form” on page 64.

8 Click the OK button.

**NOTE:** If you make any changes to a section, you must click the Preview Form button to save and generate them on the form.

---

**Including Sub-items**

You can include sub-items in your Past Goals section.
To Include Sub-items

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2. From the left navigator, click the Forms link.

3. In the Form Title area, click the link to the Form.

4. From the left navigator, click the Form Sections link.

5. Click the Past Goals link.

6. Select the Include sub-items check box, and then click the Sub-item Settings button.

7. Use the + and - buttons to specify the number of rows of sub-items to include with each goal.

8. Use the Text field size drop-down list to select the text field size.

9. Select the Include 2nd column check box if you want to include a 2nd column, and then type a name for the column in the text field.

10. If required, you can specify titles for the rows in the table or leave them blank.

11. Click the OK button.

NOTE: If you make any changes to a section, you must click the Preview Form button to save and generate them on the form.
Creating Dynamic Past Goals Sections

With Dynamic Past Goals Sections, you can set the minimum and maximum number of Past Goals an employee or manager can add to an Appraisal form. There is no limit to the maximum number of sections.

Tip: You can prevent employees and managers from creating dynamic Past Goals sections by setting the minimum and maximum values to the same number. For example, setting both the minimum and maximum values to “1” will stop employees or managers from creating dynamic Past Goals sections.

To Create a Dynamic Past Goals Section

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3. In the Form Title area, click the link to the Form.
4. From the left navigator, click the Form Sections link.
5. Click the Past Goals link.
   The Form Section Options window displays.

<table>
<thead>
<tr>
<th>Form Section Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Past Goals</td>
</tr>
</tbody>
</table>

Section Title: Past Goals
- Include self-appraisal comments on manager’s form
- Include this section on Multi-rater form
- Enable pre-filling of past goals from another process

- Enable pre-filling of past goals from personal pages
- Allow manager to assign Goals across multiple employees.

Goals Table

This section contains a table of open text fields. In the first column, the employee's past goals (if any in the employee records) can be inserted into open text fields. An optional 2nd column may be added for textual comments or status.

Minimum # of goals: 1
Maximum # of goals: 5
Text field size (rows): 4
6 In the Goals Table area, do any of the following:
   • In the Minimum # of goals drop-down list, select the minimum number of goals you want to appear on the form.
   • In the Maximum # of goals drop-down list, select the maximum number of goals you want to allow employees or managers to add to the form.
   • In the Text field size (rows) drop-down list, select the text field size.

7 Click the OK button.

Setting Up a New Goals Section

An Employee’s new goals can be added to the appraisal form. Their goals will remain on record, so they may be referred to during the next appraisal period.

Note that your form must have a New Goals section before you can configure it. For more information, see “Adding Form Sections” on page 86.

To Set Up a New Goals Section

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Forms link.

3 In the Form Title area, click the link to the Form.

4 From the left navigator, click the Form Sections link.
5 Click the **New Goals** link.

The New Goals window appears.

6 If required, you can edit the Section title by typing a new title in the **Section title** field.

7 If required, select the **Include self-appraisal comments on manager's form** check box.

8 If required, select the **Allow manager to assign Goals across multiple employees** check box.

9 If required, use the **Minimum #** and **Maximum # of Goals** drop-down lists to determine the number of goals used in this section. For more information, see “Creating Dynamic New Goals Sections” on page 129.
10 Do either of the following:
   • Click the **Use text field of size** radio button, and then select a specific number of rows with the drop-down list.
   Note that if you created dynamic New Goals sections in Step 9 above, the static text will only apply to the minimum and not the maximum number of New Goals sections.
   OR
   • Click the **Use Static Text** radio button, and then click the **Set Goal Text** button.

```
<table>
<thead>
<tr>
<th>Goal Text</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1:</td>
</tr>
<tr>
<td>Title: Enter title for new goal</td>
</tr>
<tr>
<td>Enter text for new goal</td>
</tr>
<tr>
<td>Goal 2:</td>
</tr>
<tr>
<td>Title: Enter title for new goal</td>
</tr>
<tr>
<td>Enter text for new goal</td>
</tr>
<tr>
<td>Goal 3:</td>
</tr>
<tr>
<td>Title: Enter title for new goal</td>
</tr>
<tr>
<td>Enter text for new goal</td>
</tr>
</tbody>
</table>
```

• Enter **Title** and **Goal** text for the appropriate goals.
• Click the **OK** button.

11 If you want a header for each row, select the **Repeat Header Row** check box.

12 Clear the **Include title field** check box if you do not want the title field to appear in the New Goals section. Clear this check box if you do not want the Goal title to appear in the form preview, the form on the responding side, the Multirater assessment, or the PDF exports.

13 Select the **Include start date** check box to include a start date.

14 Select the **Include due date** check box if you would like to add a Date Due column to the goal section.
15 If required, select the Include Sub-items check box, and then click the Sub-item Settings button.

<table>
<thead>
<tr>
<th>New Goal - Sub-items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specify the number of sub-items to include with each goal</td>
</tr>
<tr>
<td>Rows: 2 + -</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sub-item Labels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Text field size: 3</td>
</tr>
</tbody>
</table>

Specify titles for rows in the table. Titles may be left blank.

16 Specify the number of rows of sub-items to include with each goal.

17 Select the Text field size using the drop-down list.

18 You can specify titles for the rows in the table or leave them blank, and then click the OK button.

19 Click the OK button.

**NOTE:** If you make any changes to a section of the form, you must click Preview Form to generate the changes.

**Creating Dynamic New Goals Sections**

With Dynamic New Goals Sections, you can set the minimum and maximum number of New Goals an employee or manager can add to an Appraisal form. There is no limit to the maximum number of sections.

**Tip:** You can prevent employees and managers from creating dynamic New Goals sections by setting the minimum and maximum values to the same number. For example, setting both the minimum and maximum values to “1” will stop employees or managers from creating dynamic New Goals sections.

**To Create a Dynamic New Goals Section**

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
Chapter 6: Appraisal Form Sections

3 In the Form Title area, click the link to the Form.

4 From the left navigator, click the Form Sections link.

5 Click the New Goals link.
   The Form Section Options window displays.
   
   ![Form Section Options]

6 In the Goals Table area, do any of the following:
   • In the Minimum # of goals drop-down list, select the minimum number of goals you want to appear on the form.
   • In the Maximum # of goals drop-down list, select the maximum number of goals you want to allow employees or managers to add to the form.

7 Click the OK button.

Setting Up a Summary Section

This section type provides an overall summary for a group of scored sections or a detailed graphical view of a competency section. The Rating Section Summary when applied to a form provides an overall competency rating to summarize selected competencies used to rate the employee, and reduce the form scrolling when appraisal writing.

To Set Up a Summary Section

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Forms link.

3 In the Form Title area, click the link to the Form.
4 From the left navigator, click the **Form Sections** link.

5 Click the **Add Section(s)** button.
   - In the **Sections** field select **Summary**, click the **Add** button then the **OK** button. This adds the **Summary** section to the Form.
   - OR If the Form has an existing section, click the Form Section **Summary** link.

6 If necessary, type a new Section Title in the **Section Title** field.

7 If necessary, type a description in the **Description** field.

8 Click the **Scored Section Summary** radio button, and then do the following:
   - In the **Sections** field select the section you want to include, and then click the **Add** button.
   - Click the **OK** button.
   - **NOTE:**
     - The **Score Section Summary** is read-only and can never be edited.
     - The **Summary** section cannot be copied through the 'copy section' option since it is tied to specific sections that it summarizes and these sections may not be copied into a new form.
     - The **Summary** section is included in the **Export** and **Individual Score Reports**.
Click the Single Scored Section Details radio button to show a detailed bar graph of this section, and then do the following:

- Type a value in the Scores less than x will display as red bars text field. Competency scores that are less than the value are displayed in red.
- Type a value in the Scores less than x will display as yellow bars text field. Competency scores that are less than the value are displayed in yellow.

**Tip:** The Administrator does not have to use all three colors.
- To display only green bars, leave the red bar and yellow bar values at 0. Since valid scores are never less than 0, all bars will be green.
- To display only green and yellow bars, leave red as 0 and enter a yellow value between 0 and the maximum score value.
- To display only green and red bars, make the red and yellow options the same value.

**NOTE:** The bar graph automatically updates as respondents input competency scores.
- In the Sections field select the section you want to include, and then click the Add button.
- Click the OK button.
10 Click the **Rating Section Summary** radio button, and then do the following:

- In the **Sections** field select the section you want to include, and then click the **Add** button.
- Click the **OK** button.

**NOTE:**
- The **Description** field is disabled and no summary description is needed for rating Summary.
- This summary section displays on the form as a read-only copy of the selected rating.
- The **Summary** section cannot be copied through the ‘copy section’ option since it is tied to specific sections that it summarizes and these sections may not be copied into a new form.
- The competency section must have only one competency. Only Regular and Matrix (not extended Matrix) competency sections will be included. A Regular competency section must have a Rating Style of either Short or Long.

### Defining Competencies

During the appraisal process, employees will be rated on a series of job competencies. A group of job competencies is called a Competency Section. If scoring and weighting is enabled, 2 additional areas are shown on the Competency Section page to define individual competency weight and section scoring format.

In addition, there are four options for rating scales. For more information on rating scales, see “About Competency Rating Styles” on page 161.
For more information on setting up a Competencies Section, see “Setting Up the Competencies Section” on page 151.

**Setting Up a Development Plan Section**

Employees' development plans can be added to the Appraisal form. Figure 1 shows the previewed results of what the User will see once the Development Plan section has been completed. Their objectives will remain on record, so that they may be referred to during the next Appraisal period.

Note that your form must have a Development Plan section before you can configure it. For more information, see “Adding Form Sections” on page 86.

![Development Plan - Objectives](image)

**Figure 6-2 Development Plan - Objectives**

**To Set Up a Development Plan Section**

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2. From the left navigator, click the **Forms** link.

3. In the **Form Title** area, click the link to the Form.

4. From the left navigator, click the **Form Sections** link.
5 Click the **Development Plan** link. The Form Section Options window appears.

![Form Section Options](image)

5.1 Section Title: **Development Plan**

5.2 Include self-appraisal comments on manager’s form

5.3 Development Plan Table

- This section contains column of open text fields. In this column, the employee’s new development plans will be added and will go into the employee's record once the form is completed.

  - Minimum # of development plans: 3
  - Maximum # of development plans: 3
  - Text field size (rows): 4

  - Repeat header row: Column header: Development Objectives
  - Include title: Title:

5.4 Include due date:

6 If required, edit the text in the **Section Title** field.

7 If required, select the **Include self-appraisal comment's on manager's form** check box.

8 If required, use the **Minimum # of development plans** and **Maximum # of development plans** drop-down lists to set the number of development plans that users can add to their Appraisal. For more information, see “Creating Dynamic Development Plans Sections” on page 136.

9 Use the **Text field size (rows)** drop-down list to choose the Text field size, in rows.

10 Select the **Repeat header row** check box if you would like the Column Header and Title Label repeated.

11 If required, edit the text in the **Column header** field.

12 If required, edit the text in the **Include title** field.

13 Select the **Include due date** check box if you would like to include a Due Date Field, and then, if necessary, enter a text title in the field.
Chapter 6: Appraisal Form Sections

14 Select the Include competency check box if you want to include a drop-down list on the form that will allow the user to associate the development plan with a specific competency from the Competencies section.

15 Select the Include learning check box if you want to include an “Add Learning” button to display when a development plan is added to a form.

When the Add Learning button is clicked from the form, the LMS Center will launch, providing learning activity suggestions.

NOTE: The check box will only be available for use when the Halogen eLearning Manager module is licensed.

16 Click the OK button.

NOTE: If you make any changes to a section of the form, you must click Preview Form to generate the changes.

Creating Dynamic Development Plans Sections

With Dynamic Development Plans Sections, you can set the minimum and maximum number of Development Plans an employee or manager can add to an Appraisal form. There is no limit to the maximum number of sections.

Tip: You can prevent employees and managers from creating dynamic Development Plans sections by setting the minimum and maximum values to the same number. For example, setting both the minimum and maximum values to “1” will stop employees or managers from creating dynamic Development Plans sections.

To Create a Dynamic Development Plans Section

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2. From the left navigator, click the Forms link.

3. In the Form Title area, click the link to the Form.

4. From the left navigator, click the Form Sections link.
5 Click the **Development Plan** link.

The Form Section Options window displays.

<table>
<thead>
<tr>
<th>Form Section Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Plan</td>
</tr>
<tr>
<td>Section Title:</td>
</tr>
<tr>
<td>Include self-appraisal comments on manager's form</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Development Plan Table</th>
</tr>
</thead>
<tbody>
<tr>
<td>This section contains column of open text fields. In this column, the employee's new development plans will be added and will go into the employee's record once the form is completed.</td>
</tr>
<tr>
<td>Minimum # of development plans:</td>
</tr>
<tr>
<td>Maximum # of development plans:</td>
</tr>
<tr>
<td>Text field size (rows):</td>
</tr>
</tbody>
</table>

6 In the **Development Plan Table** area, do any of the following:

- In the **Minimum # of development plans** drop-down list, select the minimum number of development plans you want to appear on the form.
- In the **Maximum # of development plans** drop-down list, select the maximum number of development plans you want to allow employees or managers to add to the form.

7 Click the **OK** button.

**Setting Up an Open Ended Questions Section**

Open ended questions are questions on a Multirater form that can be answered with free text. That is, there are no numeric values required when evaluators complete open ended questions as part of a Multirater process. Open ended questions sections are useful if you want to give your evaluators the flexibility to provide any feedback that they want. Open ended questions will appear after the competencies on the Multirater questionnaire (see Figure 6-3 below). Evaluators must answer the open ended questions that appear on the questionnaire.
Note that your form must have a **Open Ended Questions** section before you can configure it. For more information, see “Adding Form Sections” on page 86.

![Open Ended Questions](image)

**Figure 6-3  Open Ended Questions**

**To Set Up an Open Ended Questions Section**

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Forms** link.
3. In the **Form Title** area, click the link to the Form.
4. From the left navigator, click the **Form Sections** link.
5 Click the **Open Ended Questions** link.

6 (Optional) Edit the text in the **Section Title** field.

7 In the **Questions** area, enter the question in the field.

8 In the **Number of lines in answer** drop-down list, select the number of lines you want to allow evaluators to have available to them on the form.

9 (Optional) Click the **Add** button to add more open ended questions.

10 Click the **OK** button.

---

**Setting Up a Comments Section**

The Appraisal Form can be set up to allow the Employee, Direct Manager, and/or the Administrator to make comments. Typically, the Employee adds comments after discussing the evaluation with their Direct Manager. Figure 6-4 shows the previewed results of what the Employee will see once the Comments section has been completed. There is also an option to include “I agree” and “I do not agree” radio buttons at the bottom of this section.

You also have the option to display past responses from comment sections as viewed in the manager’s written appraisal. Past comments can be selected from past processes (excluding Project processes), forms and form comment sections.
Chapter 6: Appraisal Form Sections

Note that your form must have a Comments section before you can configure it. For more information, see “Adding Form Sections” on page 86.

<table>
<thead>
<tr>
<th>Employee</th>
<th>Overall Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>This is a very good evaluation. I enjoy performing my job very much.</td>
</tr>
</tbody>
</table>

Self:
- ☐ I agree with this evaluation
- ☐ I do not agree with this evaluation

*Figure 6-4 Overall Comments Section*

**To Set Up a Comments Section**

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3. In the Form Title area, click the link to the Form.
4. From the left navigator, click the Form Sections link.
5 Click the **Comments** link.

6 If required, you can edit the text in the **Section Title** field.

7 If required, select the **Include self-appraisal comments on manager's form** check box.
Chapter 6: Appraisal Form Sections

8 To **Display responses from previous appraisal processes** select the check box.

Click the **Options** button to specify which past processes, forms and section combinations will be used when displaying past responses.

Select the **Process**, **Form**, and **Section**, and then click the **Add** button.

**NOTE:** The Process list contains Anniversary, Scheduled and Interim processes, Library and Project processes are not included.

• To remove a section, select from the **Selected Sections** box and click the **Remove** button.

• To reorder sections, select from the **Selected Sections** box and click the **Move Up** or **Move Down** button. The default display of Process and Form lists will be alphabetical, while Section lists will display in the order that they appear in the form.

**NOTE:** There will be a limit of twelve (12) sections that can be linked to a single section.

Click the **OK** button when you have finished making your selections.

**NOTE:** To avoid misalignment of past responses on your form, you must configure the Comment Section to use the same number of Rows, Columns and Row & Column Headers. See steps 11, 12 and 14.

9 If required, select the **Add “I agree with this evaluation” and “I do not agree with this evaluation”** check box, and then, if required, edit the text in the associated fields.

When you select the check box above, two more options become available. You can select the **Enforce a mandatory response from the Subject on the “I agree/disagree question”** check box and/or you can select the **The comment filed must be answered if the subject selects**
check box, and then click an option in the drop-down list. For more information on these options, see “About Mandatory Comments on Employee Sign-off” on page 143.

HINTS:
• To ensure the security of each User's comments, create a separate comments section for each individual allowed to make comments on the form. (i.e. one per role that is asked to comment. For example a Manager's Comments section, and an Employee Comments section)
• The 'I agree” option is set per section. That way the radio buttons display agreement for only the required role.

10 If required, edit the text in the “I agree” label and/or the “I do not agree” label” fields.

11 Select the number of Rows required for comments using the + and - buttons.
• There may be one row for each person allowed to make comments. Therefore, if the Employee and Manager are allowed to make comments, there should be 2 rows.
• One thing to consider: both Employee and Manager have access to this section if it is set up this way. This allows either individual to type in the other's section.

NOTE: When using past responses in the Comment Section you must configure the form to use the same number of Rows, Columns and Row & Column Headers, to avoid misalignment of textual comments.

12 Select the number of Columns required for comments, using the + and - buttons.
Typically, each person will be allowed one text box in which to enter all of their comments. However, if you want them to break down their comments into different sections, such as “General Comments” and “Planned Action”, create a column for each type.

13 Select the Text Field Size, in rows, using the + and - buttons.

14 In the Row & Column Headers area, specify a title for each row and column.

15 Click the OK button.

NOTE: If you make any changes to a section of the form, you must click the Preview Form button to generate the changes.

About Mandatory Comments on Employee Sign-off

In Step 9 above, you have several choices regarding employee sign-off.

Figure 6-5 Comments Sign-off Options
These options allow you to compel an employee to click either the “I agree” or “I do not agree” radio button, and/or you can compel the employee to add comments to their appraisal when they sign-off on it. For example, you might want to compel an employee to add comments to their Appraisal if they selected the “I do not agree” radio button.

The validation options apply during the Employee writes final comments and the Employee sign-off steps. When both of these steps are part of the process and the employee can edit the comment section in both steps, the validation occurs in both places. Note that the comment field triggers the validation.

**Setting Up a Section for Signatures**

At the conclusion of the appraisal process, you may want to print out the appraisal forms and have them signed by the employees, managers, and HR representatives. You can set up the form with a place for signatures and dates. Figure 6-6 below shows the previewed results of what the user will see once the Signatures section has been completed.

Note that your form must have a **Signatures** section before you can configure it. For more information, see “Adding Form Sections” on page 86.

This section is a placeholder only. It is not required for electronic forms.

**Required Signatures**

<table>
<thead>
<tr>
<th>Employee</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Manager</td>
<td>Date:</td>
</tr>
</tbody>
</table>

*Figure 6-6  Signature Set Up for Hard Copy Signatures*

**To Set Up a Signatures Section**

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Forms** link.
3. In the **Form Title** area, click the link to the Form.
4. From the left navigator, click the **Form Sections** link.
5 Click the **Signatures** link.

![Signature Section Options](image)

<table>
<thead>
<tr>
<th>Role</th>
<th>Prompt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
<td>Employees</td>
</tr>
<tr>
<td>Manager</td>
<td>Direct Manager</td>
</tr>
<tr>
<td>HR Rep</td>
<td>HR Representative</td>
</tr>
<tr>
<td>2nd Level Manager</td>
<td>2nd-Level Manager</td>
</tr>
<tr>
<td>N/A</td>
<td>Other</td>
</tr>
<tr>
<td>N/A</td>
<td>Other</td>
</tr>
</tbody>
</table>

If required, you can edit the **Section Title**.

7 In the **Signature Placeholders** area, under **Role**, select the check box next to each signature required on the Appraisal Form.

8 If you want dates to accompany the signatures, select the **Add placeholder for date** check box.

9 Click the **OK** button.

**HINTS:**

- If you do not need a printed copy of this form, you do not need a **Signature** Section.
- If you make any changes to a section of the form, you must click the **Preview Form** button to generate the changes.

### Setting Up a Custom Section

The **Custom Section** feature allows you to add additional sections to the appraisal form. For example, you might want to add a section for a training plan or follow-up actions.

Note that your form must have a **Custom** section before you can configure it. For more information, see “Adding Form Sections” on page 86.

This section will also show you how to **Hide** this information from other personnel.

**To Set Up a Custom Section**

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Forms** link.
3 In the **Form Title** area, click the link to the Form.

4 From the left navigator, click the **Form Sections** link.

5 Click the **Custom Section** link.

### Form Section Options

**Custom Section**

*Section Header:* Custom Section

☑ Include self-appraisal comments on manager's form

**Table Settings**

This section contains a configurable number of open text fields in a table. Simply specify the number rows and columns of text fields that you want to appear in this section of the appraisal form.

<table>
<thead>
<tr>
<th>Rows:</th>
<th>3</th>
<th>+</th>
<th>-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Columns:</td>
<td>1</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>Text Field Size (rows):</td>
<td>4</td>
<td>+</td>
<td>-</td>
</tr>
</tbody>
</table>

**Row & Column Headers**

Specify titles for rows and columns in the table. Headers can also be left blank.

| Mgmt Plans | <Text Field> |
| Dept. Plans | <Text Field> |
| Emp. Plans | <Text Field> |

6 If required, you can edit the **Section Header**.

7 If required, select the **Include self-appraisal comments on manager's form** check box.

8 Select the number of **Rows** required by using the + and - buttons.

9 Select the number of **Columns** required by using the + and - buttons.

10 Select the **Text Field Size (rows)** required by using the + and - buttons.

11 Enter the **Text Field Size**, in rows.

12 In the **Row & Column Headers** area, type a header for each row and column.

13 Click the **OK** button.

**NOTE:** If you make any changes to a section of the form, you must click the **Preview Form** button to generate the changes.

**NOTE:** To change the visibility settings of this section, see “**Granting Rights to Modify and View Sections**” on page 99.
Setting Up a Succession Planning Section

The Succession Planning section can be used to define or edit Succession Planning questions that appear on the Form. You can also add or alter Settings such as the Rating Scale, and the display text. Only one Succession Planning section can be added to your Form.

Your Form must have a Succession Planning section added before you can configure it. For more information, see “Adding Form Sections” on page 86.

To Set Up a Succession Planning Section

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3. In the Form Title area, click the link to the Form.
4. From the left navigator, click the Form Sections link.
5. Click the Add Section(s) button.
6. In the Selections field, click Succession Planning, and then click the Add button. Note that you can only add one Succession Planning section to your form.
7. In the List of Included Sections area, click the Succession Planning link.
   The Form Section Options - Succession Planning pop-up opens.

![Form Section Options - Succession Planning](image)

8. In the Section Title field, edit the Title if necessary.
9. Select the Enable Annotations check box, if required.
10. Select the Show Last Succession Planning Responses check box, if required.
11 In the **Question Options** area, select any or all check boxes.

12 Click the **Settings** button for each of the selected check boxes.  
   The associated pop-up opens.

13 Edit the **Title** and **Definition** fields, if necessary.

14 Select a **Rating Scale** check box, and then click the **Delete Selected** or the **Add Rating** button to delete it or add a new rating.  
   You can also edit the display text.

15 Click the **Add Rating** button.  
   A new check box and text box displays.

16 In the **Options** area, select the **Include ‘Not Applicable’ (N/A) rating option** check box, if required.  
   You can edit the **Label** text box, if required.

17 Select the **Question response is mandatory** check box, if required.  
   **NOTE:** The **Talent Pool Placement Recommendation - Settings** pop-up, provides you with a series of **Labels** text boxes that can be edited, and a **Talent Pools** area, from which you can select Talent Pool(s) to be visible within an assessment process.  
   See the **eSuccession Administrator Guide** for more information on Talent Pools.

18 Click the **OK** button.  
   You are returned to the **Form Section Options** pop-up.

### Adding a Printing Page Break

A Printing Page Break section allows you to insert a page break between sections. This page break is used when printing the form using the “Prepare for Print” link.

#### To Add a Printing Page Break

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Forms** link.

3 In the **Form Title** area, click the link to the Form.

4 From the left navigator, click the **Form Sections** link.
5 Click the **Add Section(s)** button.

6 In the **Selections** field, click **Printing Page Break**, and then click the **Add** button. Repeat this step for every Printing Page Break you need.
7 Click the OK button.

**Tip:** If you would like to change the placement of the page break(s), click the Reorder button in the Form Section page and move the page breaks up or down to where you would like them to appear.

### Working with Competency Sections

A list of Competencies is an integral part of an Appraisal Process. You can configure your Competency Section in several ways, including:

- “Setting Up the Competencies Section” on page 151
- “About Competency Rating Styles” on page 161
- “Configuring Competency Multirater Questions” on page 314
Setting Up the Competencies Section

During the appraisal process, employees will be rated on a series of job competencies. A group (series) of job competencies is called a Competency Section. If scoring and weighting is enabled, additional areas are shown on the Competency Section page to define individual competency weight and section scoring format.

The competency rated N/A is excluded from the section score. If weighting is enabled, and if a competency is rated ‘N/A’, the weight of the competency is prorated and redistributed to the weights of the other competencies (i.e. proportionally using the previous weight assignments).

If Halogen Job Description Builder is licensed, and at least one job description base form has been created, the individual competency sections will have additional options. These options allow the administrator to specify which job description competencies will be automatically populated based on the selected templates and sections identified. This ensures that each employee may be evaluated on their specific job description competencies rather than manually adding each competency for each section. As well, any weighting associated to job description competencies can be carried over.

You also have the option to display response data from previous appraisal processes. They include competency ratings and scores, competency comments and competency section scores, as viewed in the manager’s written appraisal. This feature can be used with simple competency sections with no ratings; short and long ratings, however extended matrix competency sections cannot be used.

Note that your form must have a Competencies section before you can configure it. For more information, see “Adding Form Sections” on page 86.

To Set Up a Competency Section

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3. In the Form Title area, click the link to the Form.
4. From the left navigator, click the Form Sections link.
5 Click the Competencies link.

If required, you can edit the Section Title.

If the form has weighting enabled, an area called “Define Weight (in %) of each competency” will display on the page. This area is used to define the weight for each competency in the competency section. Weights entered must total 100% to be able to save your changes. (Note: Optional competencies display ‘N/A’ in the weight column, as they cannot be weighted).

If the form has scoring enabled, an area called “Scoring Format” will display on the page. It will not display if scoring is not enabled. This area is used to define the point scale to be used for the competency section, and the scoring option to be used.

OR If Halogen Job Description Builder is licensed, you may select the check box to populate a competency section with job description competencies.

Job description competencies are populated when the JD Base form has been assigned to a participant and their job description matches the template and sections identified on the base form. Evaluation forms will be automatically generated for each employee when the JD Base form matches the employees longest assigned job description. The newly generated evaluation form code will become the employees associated job description ID and title and will be seen in the Appraisal Forms section of the eAppraisal process.

NOTE: Any generated evaluation forms may be assigned manually to any participants in the process.

NOTE: Once a competency section has been selected to be populated with job description competencies, you will not be able to add any competencies manually, nor will you be permitted to
edit the competency list. In addition, you will not be permitted to define the weight of each competency if this option has been selected to be derived from the job description.

Click the **Options** button, then select a template and available competency section(s) using the **Add** button, then click the **OK** button. You may add only one competency section, from every template identified, to each appraisal from competency section.

**NOTE:** This option will be disabled if competencies have already been added to the competency section.

**NOTE:** Only templates with a status of final and which have an associated job description assigned to at least one employee will be shown in the “Select Template” area.

**NOTE:** You must select the same set of templates for each competency section identified on the JD Base Form. However, a different competency section for each template may be selected.

7 If you want to disable section scoring, select the **Disable Section Scoring** check box.

Selecting this option makes the check boxes below unavailable. The form will be created and NOT show the score label, score field and weight for the sections (and their competencies) that have scoring disabled. Section and Competency scores will remain visible, however.

• If the **Disable Section Scoring** check box is not selected, you may wish to **Disable Editing of section score**.

The Manager will not be able to override the number calculated and placed in the Section Score area.

• You may wish to **Disable Editing of competency score**.

The Manager will not be able to override the number placed in the **Competency Score** area.

• You may wish to **Show self-score on manager form**.

The Manager will be able to see the score an Employee gave themselves for that competency.

• You may wish to hide form scores. Select the check box beside **Hide section score** or **Hide competency score**, or both.

Scores are only hidden and can still be found on the score reports when generated by the Administrator.

• The **Add section score directly to overall score** check box is only available if you have configured scoring outside of the scale. For more information, see step 18 in “Creating a Form” on page 64.

If you want to change the scale for this competency compared to that of the form, select the **Add Section score directly to the overall score** check box. Note that if you select this check box, weighting cannot be applied to this section.

If **Weighting** is used, they will still appear on the Performance Appraisal Form.

• To set a section score target, select the **Set section score target of** check box, and then type the target in the adjacent box.

The target score must be between 0 and the Form **Scoring Scale** value. For more information, see “Creating a Form” on page 64.

• To set score targets for individual Competencies, select the **Set competency score targets** check box. For more information, see “Developing a List of Competencies” on page 181.
Chapter 6: Appraisal Form Sections

8 The **Form Scoring Scale** field displays the “out of” score as defined on the **Form Properties** page.

9 Use the drop-down menu to select how the **Competency Point Scale** will display the score (up to a maximum of 15).

10 Choose **Option A** when you want the lowest score to be 0, and the other scores to be: Score = FormScoreScale/(PointScale-1).

11 Choose **Option B** when you want each score to be: Score = FormScoreScale/PointScale.

12 Choose **Option C** to define each rating score as you would like.

   By default, the values must lie between zero and whatever value is assigned in the Form Scoring Scale, but does not have to span the whole scoring range or be spaced equally between each point. Note that you can enter negative scores if you have allowed scores to be outside of the scale on the Form Properties page. For more information, see step 18 in “Creating a Form” on page 64.

   **Note:** Although you are free to use a non-linear scoring scale (for example, 0, 1, 5, 8, 10), doing this will cause the bar graphs in Multirater reports to be imprecise. In addition, the “Average” column will also be inaccurate due to the use of a non-linear scale.

Other Options:

There are other options that you may select when setting up your competency sections (see Figure 6-7).

![Figure 6-7 Other Options Section](image)

1 You may edit the label and abbreviation for the **Include 'Not Applicable' (N/A) Rating Option**.

   The N/A element will be displayed at the bottom of the Rating Lists in an appraisal process except for the Matrix Radio Horizontal style where it will be placed to the final right column.
2 You can include **Open-Text Field Comments** in the appraisal process and include a Prompt, such as "Comments". Include the **Text Field Size** by row to help determine the length of the comments being added.

3 There is the option to **Include Self-Appraisal Comments on Manager Form** to allow the Manager to see what the Employee wrote in their self-appraisal.
   - This option displays the rating from a self-appraisal on the Manager form for a short or long format competency.

4 To **Display responses from previous appraisal processes** select the check box. Click the **Options** button to specify which past processes, forms and section combinations will be used when displaying past responses.

Select the **Process**, **Form**, and **Section**, and then click the **Add** button.

**NOTE:** The Process list contains Anniversary, Scheduled and Interim processes, Library and Project processes are not included.

- To remove a section, select from the **Selected Sections** box and click the **Remove** button.
- To reorder sections, select from the **Selected Sections** box and click the **Move Up** or **Move Down** button. The default display of Process and Form lists will be alphabetical, while Section lists will display in the order that they appear in the form.

**NOTE:** There will be a limit of twelve (12) sections that can be linked to a single section. Click the **OK** button when you have finished making your selections.

5 **The Enable Buttons** option adds buttons to the form for help with adding Annotations, Spell Checking and using the Comment Helper.

6 **The options to add Development Plans to specific Competencies** or **Competency Sections** are found in this area as well. These options enable the manager to assign a
Development Plan stored in the Training and Courses section to a specific competency or competency section.

7 Select the Enable development plan due date check box to add a "Due" field below the "Development Plan" on the Appraisal form.

This will control whether the due date field and calendar icon will be present on the form.

NOTE: The check box should only be enabled when one or both of the “Enable development plan” options is selected.

8 Select the Enable Learning selection in development plan check box to include an "Add Learning" button to display to the right of the "Competency" section select box on the Appraisal form.

When the Add Learning button is clicked from the form, the Learning Manager Center will launch, providing learning activity suggestions.

NOTE: The check box will only be available for use when the Halogen eLearning Manager module is licensed, and should only be enabled when one or both of the “Enable development plan” options is selected.

Rating Style Section:

1 Select a Rating Style.

The options are (Click on each to view a sample): No Rating, Short - Simple Scale, and Long - Summary Statements.

For the Short - Simple Scale rating, you also have the option to allow employees to edit the competency description, and you can define the width of the field in pixels. If you allow editing and the employee leaves the field blank, the score for the competency will be “Not applicable,” the radio buttons will be unavailable, and any rating scales will be ignored. When a manager fills in text in the description field, the rating scales will be available and the score and weight fields will reappear. When viewing a form, competencies without a description will not show up on the completed form.

For more information on rating styles, see “About Competency Rating Styles” on page 161.

If you select No Rating, ensure that Include Open-Text Field Comments has also been selected in the Other Options section.
Simple Matrix Style Rating

1. The **Do not display rating scale legend** hides the rating scale legend that normally appears under the header in the Matrix Style **Competency Section** of the Appraisal Form.
2. In the **Columns to include** area, specify which column will be part of the Matrix section:

- **Rating Scale.** Edit the title if required.
- The **Edit Scale** button displays a **Main Rating Scale** pop-up window allowing you to edit, add or remove rating scales in the Appraisal Form.
- Select how you would like the rating scale to be displayed: **picklist (abbreviated)**, **picklist unabbreviated**, or **vertical/horizontal** radio buttons.
- For horizontal radio buttons, you can also include a **visual divider after specified ratings**. This option allows the Administrator to set up a horizontal **Matrix Competency Rating Scale** with a darkened divider after each specified abbreviation.

<table>
<thead>
<tr>
<th>OVERALL LEVEL OF PERFORMANCE</th>
<th>Score:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competency</td>
<td>Rating</td>
</tr>
<tr>
<td>Comments:</td>
<td>U</td>
</tr>
<tr>
<td>Works toward building commitment and loyalty to the organization among employees. Sets an example by demonstrating care for employees and for the organization as a whole</td>
<td>E</td>
</tr>
<tr>
<td></td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>U</td>
</tr>
</tbody>
</table>

- To set up the divider lines, you need to define the rating as shown below.

**Main Rating Scale**

(Ordered from most favorable to least favorable)

Please note: To merge column headers in a horizontal radio button display, specify your abbreviation in the last column of the merged grouping, leaving the other abbreviations of that grouping blank. If visual dividers are being used, the divider will also immediately follow the column in which you specify an abbreviation.

- Beyond Outstanding
- Totally Outstanding
- Really Outstanding
- Just Outstanding
- Outstanding
- Beyond Excellent
- Totally Excellent
- Really Excellent
- Just Excellent
- Excellent
- Above Average
- Average
- Below Average
- Needs Improvement
- Further Help is Required

- Leave all abbreviations blank except for the last rating of each level.
- Select the **Date Field** and enter a **Title** (if required). If you include a date field on the form, it will be prefilled to the current date when the employee completes the form.
3 Select to have a **2nd Scale** included and enter a **Title** for it as well (if required).

- The **2nd Scale** is used primarily to enter ratings based on using a **Method of Observation** (i.e. Supervisor watching a Nurse inserting a needle).
- The **Edit Scale** button displays a **Main Rating Scale** pop-up allowing you to edit, add or remove rating scales in the appraisal form.
- Select how you would like the rating scale to be displayed: picklist (abbreviated), picklist unabbreviated, vertical/horizontal radio buttons.

4 You can also include a **Date Field** and an **Initials Field**, and you can edit each **Title** in the Appraisal Form.

5 Use the Move Up or Move Down buttons to re-order the **Columns order** list if required.

6 In the **Table Layout & Dimensions** area, enter numeric values in the **Competency** and **Comment Column Width** fields.

7 Click the **OK** button.

**NOTE:**

- In the **Columns Order** list, **Competency** is always displayed at the top, and always exists in the list.
- The defined competency section short scales are the defaults when creating competencies.

**Extended Matrix Style Rating**

**NOTE:** The **Extended Matrix Competencies** section must be added, see **“To Add a Form Section” on page 88**

The Extended Matrix Competencies tracks the same basic data as the simple matrix, but tracks it in multiple segments. Rating scales, initials, and date can be specified for each segment of a competency. If you include a date field on the form, it will be prefilled to the current date when the employee completes the form.
Chapter 6: Appraisal Form Sections

1. To assist with your selections, click the View Sample button.
   The sample illustrates the extended checklist/matrix rating style.
   • Click the Close button when complete and proceed to make your selections.

   ![Extended Matrix - Scale with 2nd Optional Scale over multiple segments](image)

2. Select the Do not display rating scale legend check box to hide the rating scale legend.
   The legend normally appears under the header in the Matrix Style Competency Section of a form.

3. In the Extended Settings area, enter a title and description in the Title and Description fields.
   You must enter a different title from the section for the extended matrix with up to 100 characters.

4. Select Number of segments from the drop-down list.
   A competency can be divided into multiple segments, each with their own rating. A segment is a sub-component of a competency.
   • You can select a number of segments from 2 to 8, with 2 segments being the default.

5. Enter titles in the Title and Sub-title fields.
   Titles are mandatory with up to 100 characters, while Sub-titles are optional.

6. In the Columns to include area, select the Rating Scale check box if required.
   You can edit the Title and the Abbreviation fields.
   • The Vertical Radio Buttons is always selected.
7. Select the **2nd Scale** check box if required.
   
   You can edit the Title and the Abbreviation fields.
   
   • You can select either the **Vertical Checkbox** or the **Vertical Radio Buttons** radio button.
   
   • The **2nd Scale** is used primarily to enter ratings based on using a **Method of Observation** (i.e. Supervisor watching a Nurse inserting a needle).

8. To edit either the **Rating** and/or the **2nd Scales**, click the associated **Edit Scale** button.
   
   You can edit both the Ratings Scale heading and Abbreviation fields.
   
   • To add a row select the **Add** button, and enter new text.
   
   • To delete a row select the check box and select the **Delete Selected** button.
   
   • When complete click the **OK** button.

9. Optionally you can select the **Date Field** and/or the **Initials Field** check boxes.
   
   You can edit both text fields, however they cannot be reordered or their placement modified.

10. In the **Columns order** area, select an item and use the **Move Up** or **Move Down** buttons.
    
    This will re-order the columns if required.
    
    **NOTE:** The **Competency** column must be present, is always first and can not be moved down.

11. In the **Competency Column Width** area, enter a numeric value in the field.
    
    This will determine the competency column width in pixels to be reflected on the Form.

12. Click the **OK** button.

### About Competency Rating Styles

The following sections provide definitions and examples for each of the Competency Rating Styles used in the Competencies Section. There are four rating styles you can choose from:

• **“The No Rating Competency Style” on page 162**

• **“The Short Rating Competency Style” on page 163**

• **“The Long Rating Competency Style” on page 163**

• **“The Checklist/Matrix Rating Competency Style” on page 165**
These Competency Sections (excluding Extended Matrix) can be altered to show read-only past responses. As long as a manager's written response is available in a past processes (excluding Project processes), you can select Competency Sections to display past responses, scores, ratings, competency scores and past competency comments. For more information, see “Setting Up the Competencies Section” on page 151

**The No Rating Competency Style**

The **No Rating Style** (text only) for Competencies is a rating style where Evaluators provide comments only about the subject's abilities for each competency. They will not rate the subjects on a scale.

**Note:** Ensure that you have selected the **Include Open-Text Field Comments** check box in the **Other Options** area of the Competencies window if you want a Comments field to appear as shown below.

![Sample of No Rating Style](image)

Use this style if you do not want your evaluators to rate the subjects on a scale and if you want to allow your evaluators to have full control over their comments.
The Short Rating Competency Style

The Short Rating Style asks evaluators to rate subjects on a simple scale and provide short descriptions (for example, “Exceeds expectations,” “Meets and sometimes exceeds expectations,” and so forth). The evaluator may also be given the opportunity to provide comments. The descriptions of the rating scales are limited to 60 characters.

Use this style if you have a small number of competencies and want to use the same rating scale for all competencies. Note that this style is similar to those usually seen on most traditional, paper-based appraisal forms.

The Long Rating Competency Style

The Long Rating Style presents evaluators with a list of statements about the subject's ability, and are asked to choose the most appropriate. These statements will summarize the level of ability expected for each level on a rating scale. For example, a summary statement for “Candidate Selection” might be “Exceeds expectations in terms of selecting highly qualified candidates who make a positive contribution to the team.” The evaluator may also
be given the opportunity to provide comments. The point scale, rating definition and 2nd scales (if they exist) are defaulted from the Form Properties. The ratings for this style may be up to 2000 characters.

**Sample of Long Rating Style**

<table>
<thead>
<tr>
<th>Candidate Selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selects the best candidate for the position and situation. Builds teams with diverse skills and strength.</td>
</tr>
<tr>
<td>- Exceeds expectations in terms of selecting highly qualified candidates who make a positive contribution to the team.</td>
</tr>
<tr>
<td>- At times, has exceeded expectations in terms of hiring highly qualified candidates who make a positive contribution to the team.</td>
</tr>
<tr>
<td>- Meets expectations in terms of selecting qualified candidates who contribute to the team.</td>
</tr>
<tr>
<td>- Occasionally hires candidates who are not well qualified and are a poor fit.</td>
</tr>
<tr>
<td>- Frequently hires candidates who are not well qualified and are a poor fit.</td>
</tr>
</tbody>
</table>

Use this style if you do not want to use a common rating scale for all competencies and you want to provide more details for each rating. This type of rating style requires more space on the form, so it is best to use if you have a relatively small number of competencies. In addition, this rating style provides end users with more information than a short rating style, which might make it easier for them to complete the appraisal.
The Checklist/Matrix Rating Competency Style

Lastly, there is the **Checklist/Matrix Rating Style**. This style allows for a very compact short rating style by putting all competencies in a table/matrix format. The point scale, rating definition, and 2nd scales are defaulted from the **Form Properties** if they exist.

Use this rating scale if you have a large number of competencies and you want to keep your form as short as possible. In addition, the Checklist/Matrix style allows you to include a second rating scale on each competency, which some industries such as healthcare might find useful.
Chapter 6: Appraisal Form Sections

Working with Competencies

As with Forms, you can configure your Competencies in several ways, including:

- “About Competencies” on page 166
- “Adding Competencies” on page 167
- “Adding Comment Helper Text” on page 167
- “Adding Development Tip Helper Text” on page 169
- “Copying Competencies” on page 171
- “Copying Competencies to Another Process” on page 172
- “Deleting Multiple Competencies From a Process” on page 175
- “Copying Comment Helper Text” on page 176
- “Copying Comment Helper Sub-Categories” on page 178
- “Deleting Competencies” on page 179
- “Development Plans and Competencies” on page 179
- “Developing a List of Competencies” on page 181
- “Importing Competencies” on page 186
- “Setting Up Optional Competencies” on page 189
- “Reordering Competencies” on page 190
- “Using the Forms and Competencies Libraries” on page 191

About Competencies

Competencies are job-related skills used to evaluate the performance of an employee. Some common competencies include communication skills, problem solving, time management, and so forth.

You can create your own custom competencies for a form or you can copy forms from the Halogen library or another process. When you create your own competencies, you must enter a title and description, you must choose a rating scale format, and you can optionally add popup helper text and configure Multirater options. Create your own competencies if you have specific requirements for your competencies. For more information, see “Adding Competencies” on page 167.

You can also copy competencies from another form, process or library. Copying competencies is an effective way to develop a thorough list of competencies quickly. For more information, see “Copying Competencies” on page 171.
Adding Competencies

Competencies are job-related skills used to evaluate the performance of an employee. Some common competencies include communication skills, problem solving, time management, and so forth.

Create your own competencies if you have specific requirements for your competencies. You can also copy competencies from another form, process or library. Copying competencies is an effective way to develop a thorough list of competencies quickly. For more information, see “Copying Competencies” on page 171.

Note that your form must have a Competency section before you can configure it. For more information, see “Adding Form Sections” on page 86.

To Add a Competency

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3. In the Form Title area, click the link to the Form.
4. From the left navigator, click the Form Sections link, and then click the Edit Competency List button.
5. Click the Add Competency button.
6. In the Title field, enter a title for the Competency.
7. In the Definition field, enter a definition for the Competency.
8. If required, do any of the following:
   • Configure Popup Help. For more information, see “Adding Comment Helper Text” on page 167.
   • Configure the rating scale. For more information, see “About Competency Rating Styles” on page 161.
   • Configure the Multirater options. For more information, see “Configuring Competency Multirater Questions” on page 314.
9. Click Save Changes button.

Adding Comment Helper Text

As managers are evaluating their direct reports, they may want some assistance in writing comments to add to their ratings. You may add Comment Helper text, which will provide the manager with a suggested comment for each rating. Additionally, you may provide alternate text for each rating, to give the comment a more positive or more negative tone.
To Add Comment Helper Text

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Forms** link.
3. In the **Form Title** area, click the link to the Form.
4. From the left navigator, click the **Form Sections** link.
5. Click the **Competencies** link.
6. In the **Form Section Options** window, in the **Other Options** area, select the **Enable Buttons** check box.

   ![Enable Buttons](Annotation, Spell Checker, Comment Helper)

7. Click the **OK** button.
8. Click the **Edit Competency List** button.
9. From the **Competency List** page, click a competency in the list.
10. From the left navigator, click the **Comment Help** link.
11. In the **Comment Help** page, click the subcategory link that you want to add comments to.

   You can also Edit, Copy and Delete Selected Categories in this window.

   An Edit Comment Help page appears.

   ![Edit Comment Help](Title: Leadership Skills)

   ![Suggested Comments](Ordered from most favorable to least favorable)

   - Outstanding skills in the area of leadership
   - Excellent skills in the area of leadership
   - Satisfactory skills in the area of leadership
   - Unsatisfactory skills in the area of leadership

12. If necessary, type a new Title.
13 In the Suggested Comments area, click the Add button to add as many comments as required.

14 Click Save Changes.

Adding Development Tip Helper Text

As managers are evaluating their direct reports, they may require some assistance in not only writing comments, but also in providing meaningful Development Tips to encourage and coach employees. You can manage the Development Tip titles and descriptions, and much like Comment Helper text, can provide tips for each rating associated with a competency.

Note that your form must have a Competency section before you can configure any Development Tip Help. For more information, see “Adding Form Sections” on page 86.

To Add Development Tip Helper Text

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Forms link.

3 In the Form Title area, click a Form Title link.

4 From the left navigator, click the Form Sections link.

5 In the List of Included Sections area, click a Competency link. Comment Help must be active in order to proceed.

6 From the left navigator, click the Comment Help link.

7 From the Comment Help page, in the List of Comment Subcategories, click a Subcategory link.

OR If no Subcategory exists Add or Copy a Subcategory. For more information, see “Copying Comment Helper Sub-Categories” on page 178
8 From the left navigator, click the **Edit Development Tip Help**

An **Edit Development Tip Help** page appears.

<table>
<thead>
<tr>
<th>Title</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analysis paralysis?</td>
<td>Analysis paralysis? Break out of your examine-todeath mode and just do it. Sometimes you hold back acting because you don’t have all the</td>
</tr>
<tr>
<td>Procrastinate?</td>
<td>Procrastinate? Are you a lifelong procrastinator? Do you perform best in crises and impossible deadlines? Do you wait until the last possible</td>
</tr>
<tr>
<td>Perfectionist?</td>
<td>Perfectionist? Need or prefer or want to be 100% sure? Lots might prefer that. Perfectionism is tough to let go of because most people see it as</td>
</tr>
<tr>
<td>Finishing.</td>
<td>Finishing. Do you prefer to finish what you have started? Do you have a high need to complete tasks? Wrap them up in nice clean packages?</td>
</tr>
<tr>
<td>Stress and conflict under time pressure.</td>
<td>Stress and conflict under time pressure. Some are energized by time pressure. Some are stressed with time pressure. It actually slows us</td>
</tr>
<tr>
<td>Envision the process unfolding.</td>
<td>Envision the process unfolding. What could go wrong? Run scenarios in your head. Think along several paths. Rank the potential problems from</td>
</tr>
</tbody>
</table>

9 The **Title** field is read-only.

If necessary you can edit the Title from the **Comment Help** page.

10 In the **Suggested Development Tips** area, select from the **Comment Level** drop-down list.

The associated **Development Tip** text displays when available.

11 Click the **Add** button to add as many comments as required.

- The **Title** field cannot be left empty, or exceed 100 characters.
- The **Comment** field cannot be left empty, or exceed 2000 characters.

**NOTE:** Additions and or edits are not finalized until you save.

12 To **Delete** a tip, select the **Tip(s)** check box and click the **Delete Selected** button.

The final deletion does not occur until you save.

13 Click **Save Changes** or **Save and Exit**.
Copying Competencies

You may copy competencies from other appraisal forms or processes. This saves time and helps to ensure consistency in the way employees are evaluated.

To Copy Competencies

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3. In the Form Title area, click the link to the Form.
4. From the left navigator, click the Form Sections link.
5. Click the Edit Competency List button.
   A list of competencies, along with their definitions, appears.
6. Click the Copy From button.

7. In the Copy From drop-down list, click one of the four available options.
   The four options are: Processes, Libraries, Archived Processes, and Archived Libraries.
8. In the Look in Process drop-down list, click a process to look in.
9. In the Form drop-down list, click the Form to copy from.
10 In the Section drop-down list, click Competencies. Results are displayed in the Available Competencies field.

11 Click each competency required, and then click the Copy button. Each competency you chose is moved to the Competencies to Copy field.

12 Click the OK button. The new competencies are automatically added to the Competency List page.

**Copying Competencies to Another Process**

You can copy a single Competency or several Competencies to all of the Forms in a different process in a single step. In addition, if you have weight values associated with the Competencies, you can configure the new weight values in the same step. Note that the source process must be closed to copy its Competencies.

**To Copy Multiple Competencies to Another Process**

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Forms link.

3 In the Form Title area, click the link to the Form.

4 From the left navigator, click the Form Sections link.

5 Click the Edit Competency List button. A list of competencies, along with their definitions, appears.
6 Select the check box or boxes next to the Competency or Competencies you want to copy, and then click the **Mass Form Change** button.

The Mass Form Change - Competencies window displays.

7 (Optional) If the Competencies are weighted, you can configure the weight values for these Competencies in the destination form in the **Weight** column. For more information on configuring weight values, see “About Configuring Section Weight Values” on page 93.

8 In the **Copy To** drop-down list, select the destination Appraisal, Library, Archived Appraisal, or Archived Library that you want to copy the Competency or Competencies to.

9 In the **Look in Process** drop-down list, select the Process that you want to copy the Competency or Competencies to. Note that only closed processes will appear in the list. For more information on closing a process, see “Closing an Appraisal Process” on page 15.

10 In the **Target Competency Section** drop-down list, select the Competency section that you want to copy the current Competencies to.

11 (Optional) If a Competency from the source Form has the same name as a Competency in the destination Form and you want to allow both Competencies to appear in the destination Form, select the **Allow a copied competency to duplicate an existing competency of the same name** check box.
12 Click the **Continue** button.
   The Summary of Results window displays.

13 (Optional) To print this page before continuing, click the **Prepare for printing** link, then click the **Print this page** link, and then click the **Print** button.

14 (Optional) If the destination Form has weighting, you can configure the new weights in this window.

15 Review your changes, and then click the **OK** button to confirm.
   For more information on messages that appear in the **Notes** column, see “About Copying/Deleting Sections/Competencies Notes” on page 94.

16 Click the **Close** button.
Deleting Multiple Competencies From a Process

Just as you can copy multiple Competencies to all of the Forms in a process in a single step, you can also delete multiple Competencies from a process in a single step.

To Delete Multiple Competencies From a Process

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3. In the Form Title area, click the link to the Form.
4. From the left navigator, click the Form Sections link.
5. Click the Edit Competency List button.
   A list of competencies, along with their definitions, appears.
6. Select the check box or boxes next to the Competency or Competencies you want to delete from the destination process, and then click the Mass Form Change button.
   The Mass Form Change - Competencies window displays.
7. Click theDelete selected competencies from the selected competency section in all forms within the process.
   The values in the Weight column (if applicable) become unavailable.
8. In the Copy To drop-down list, select the destination Appraisal, Library, Archived Appraisal, or Archived Library that you want to delete the Competency or Competencies from.
9. In the Look in Process drop-down list, select the Process that you want to delete the Competency or Competencies from. Note that only closed processes will appear in the list. For more information on closing a process, see “Closing an Appraisal Process” on page 15.
10 In the Target Competency Section drop-down list, select the Competency section that you want to delete the current Competencies from.

11 Click the Continue button.

The Summary of Results window appears.

12 (Optional) To print this page before continuing, click the Prepare for printing link, then click the Print this page link, and then click the Print button.

13 (Optional) If the destination Form has weighting, you can configure the new weights in this window.

14 Review your changes, and then click the OK button to confirm.

For more information on messages that appear in the Notes column, see “About Copying/Deleting Sections/Competencies Notes” on page 94.

15 Click the Close button.

**Copying Comment Helper Text**

Comment Helper text may be copied from one competency or sub-category to another. You may copy from other forms or appraisal processes.

**To Copy Comment Helper Text**

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2 From the left navigator, click the **Forms** link.

3 In the **Form Title** area, click the link to the Form.

4 From the left navigator, click the **Form Sections** link.

5 Click the **Edit Competency List** button.

6 In the Competency List area, click the **Copy From** button.

7 In the **Copy From** drop-down list, click one of the four available options. Your choices are **Processes**, **Libraries**, **Archived Processes**, and **Archived Libraries**.

8 In the **Look in Process** drop-down list, click a process to look in.

9 In the **Form** drop-down list, click the Form to copy from.

10 In the **Section** drop-down list, click **Competencies**. Results are displayed in the Available Subcategories field.

11 Click each category required, and then click the **Copy** button.

12 Click the **OK** button.

The new competencies are automatically added to the Competency List page.
Copy Comment Helper Sub-Categories

Comment Helper text may be copied from one competency or sub-category to another. You may copy from other Forms or Appraisal Processes.

To Copy Comment Helper Sub-Categories

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Forms link.
3. In the Form Title area, click the link to the Form.
4. From the left navigator, click the Form Sections link.
5. Click the Edit Competency List button.
6. Click the Title for which Comment Helper Sub-Category text will be added.
7. From the left navigator, click the Comment Help link.
8. Click the Copy Subcategory From button.

9. In the Copy From drop-down list, click one of the four available options to copy from. Your choices are Processes, Libraries, Archived Processes, and Archived Libraries.
10. In the Look in Process drop-down list, click a process to look in.
11. In the Form drop-down list, click the Form to copy from.
12. In the Section drop-down list, click a Section.
13 In the **Competency** drop-down list, click a Competency. Results are displayed in the **Available Subcategories** field.

14 Click the subcategory you require, and then click the **Copy** button.

15 Click the **OK** button. The new **Subcategories** are automatically added to the **Comment Help - List of Comment Subcategories** page.

**Deleting Competencies**

Competencies can be deleted from the **Competency List** at any time.

**To Delete Competencies**

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Forms** link.

3 In the **Form Title** area, click the link to the Form.

4 From the left navigator, click the **Form Sections** link.

5 Click the **Edit Competency List** button.

6 Select the check box next to the Competency or Competencies you want to delete, and then click the **Delete Selected** button.

7 Click **OK**.

**Development Plans and Competencies**

This is an enhancement to the “Competency Section Options” page of a Competency section. These changes enable a manager to add a specific **Development Plan** section to a specified **Competency** or **Competency Section**.
These options can be found and selected in the **Other Options** section of the **Form Section Options** page.

For a Manager or Employee, when looking at an **Appraisal Form**, the **Development Plan** options would look something like this:

![Figure 6-8 Add Development Plan Links on a Competency section](image1)

A Manager can input additional activities by clicking one of the **Add Development Plan** links to add a Development Plan.

![Figure 6-9 Development Plan - Input sample](image2)
Clicking on the clipboard icon brings up the following box:

![Copy Development Plan](image)

**Figure 6-10  Copy Development Plan Pop-up**

Selecting a Development Plan Category from the drop down list displays them below, then you can select a Development Plan, and then click Copy to add it to the Development Plan section.

**Developing a List of Competencies**

Employees will be evaluated on a list of Job Competencies. You may edit this list so that employees are evaluated on the appropriate competencies.

Note that your form must have a Competency section before you can configure it. For more information, see “Adding Form Sections” on page 86.

From the Competency List you can perform the following tasks:
• “To Develop a List of Competencies” on page 182
• “To Add a Competency” on page 183
• “To Add Points on the Rating Scales” on page 185
• “To Assign Groups to the Competency List” on page 185

To Develop a List of Competencies

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Forms** link.

3 In the **Form Title** area, click the link to the Form.

4 From the left navigator, click the **Form Sections** link.

5 Click the **Edit Competency List** button.
   A Competency List, along with their definitions, appears.
To Add a Competency

1. Click the **Add Competency** button.

2. Type the title of the Competency in the **Title** field.

3. Type a definition of the Competency in the **Definition** field.
   The definition should include the aspects of the competency that the employees will be rated on.

4. If you decided to include individual Competency score targets, type the target score in the **Target Score** field. For more information on setting up individual Competency score targets, see “Setting Up the Competencies Section” on page 151.

5. Select the **Enable Popup Help** check box to create additional information about the Competency, and then type the content you want to appear in the **Popup Helper Text** field.

6. If required, change the width of the text box by typing a different value in the **Width** box.

7. If required, change the height of the text box by typing a different value in the **Height** box.
The **Rating Scale** may be presented as **Long**, **Short** or **Matrix** format. These were set when you Defined the Format for Competencies.

<table>
<thead>
<tr>
<th>Rating Scale - Short Format</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Ordered from most favorable to least favorable)</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>□ Excellent</td>
</tr>
<tr>
<td>□ Very Good</td>
</tr>
<tr>
<td>□ Average</td>
</tr>
<tr>
<td>□ Below Average</td>
</tr>
<tr>
<td>□ Poor</td>
</tr>
</tbody>
</table>

After you enter all of the information, you can check the spelling by clicking the **Spelling Check** button.

The Spelling Check feature checks for spelling mistakes in the Title, Definition, and Popup Helper Text fields.

### Rating Scale - Long Format

(Ordered from most favorable to least favorable)

- **For exceeds expectations in terms of producing high quality work. Excellent attention to detail.**
- **Exceeds expectations in terms of producing high quality work. Very good attention to detail.**
- **Meets expectations in terms of producing high quality work. Good attention to detail.**
- **Slightly below expectations in terms of producing high quality work. Occasionally lacking in attention to detail.**
- **Below expectations in terms of producing high quality work. Lacks attention to detail.**

### Rating Scale - Matrix/List Format

(Ordered from most favorable to least favorable)

#### Short Rating Scale

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Excellent</strong></td>
<td>E</td>
</tr>
<tr>
<td><strong>Very Good</strong></td>
<td>VG</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>A</td>
</tr>
<tr>
<td><strong>Below Average</strong></td>
<td>BA</td>
</tr>
<tr>
<td><strong>Poor</strong></td>
<td>P</td>
</tr>
</tbody>
</table>

9 After you enter all of the information, you can check the spelling by clicking the **Spelling Check** button.
**To Add Points on the Rating Scales**

1. Enter a label and abbreviation for each field in the rating scale beginning with the most favorable and ending with the least favorable rating
   - If you selected **Short - Simple Scale** as the format, click the **Add** button for **Rating Scale - Short Format**.
   - If you selected **Long - Summary Statements** as the format, click the **Add** button for **Rating Scale - Long Format**.

   **NOTE:** Each time the **Add** button is clicked, an additional field is displayed enabling you to enter rating scale descriptions and abbreviations. Enter as many as required using this process.
   - If you selected **Matrix/List** as the format, return to the **Form Properties - Rating Scales** section to make any additions/changes.

2. Click **Save Changes**.

**To Assign Groups to the Competency List**

**NOTE:** This feature allows the Manager to filter Optional Competencies by group for easier selection. It applies to Optional Competencies only.

1. In the **Competency List** page, select the Optional Competency you wish to assign groups to from the list.
   - It must be listed as a (Default) competency.
   - **HINT:** To make a competency optional:
     - Select the check box beside the competency of your choice.
     - Click the **Toggle Optional** button.
     - The competency will now appear with an * on the left and (Default) to the right of the title

2. Select the check box beside the Competency you wish to update.
Chapter 6: Appraisal Form Sections

3 Click the **Assign Groups** button.

### Assign to Group

**Available Groups:**

<table>
<thead>
<tr>
<th>Default</th>
<th>Delegating</th>
</tr>
</thead>
</table>

**New Group Name:**

Leadership

[OK] [Cancel]

**NOTE:** If no Optional Competency is chosen, an error message is displayed when you click the **Assign Groups** button.

4 In the **New Group Name** field provided, type in the name of the group you wish to assign to all selected competencies or select one of the existing groups.

5 Click the **OK** button.

The **New Group Name** will appear in brackets beside the **Optional Competency** chosen from the **Competency List**.

<table>
<thead>
<tr>
<th>Title</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Skills (Leadership)</td>
<td>Possesses skills and knowledge to perform the job competently</td>
</tr>
<tr>
<td>Initiative (Default)</td>
<td>Works independently to solve problems. Looks for opportunities to take on more responsibility</td>
</tr>
</tbody>
</table>

**HINT:** If you make any changes to a section of the form, you must click the **Preview Form** button to generate the changes.

### Importing Competencies

Competencies may be imported into the Appraisal Form from a Competencies Definition File. This file is prepared as an Excel spreadsheet. The spreadsheet contains a list of competencies, definitions, verbose rating scales, and Comment Helper text.

Appraisers may use the **Comment Helper** text to assist them in writing comments about the ratings they have assigned for each competency. The appraiser is presented with a comment that corresponds with the selected rating. Both positive and negative comments are provided for each rating.

Each competency is presented across one or more rows. The layout for the first row must be as follows:

- **Column A:** Competency number. Each competency should be numbered
• **Column B - Competency Category:** Competencies may be categorized so that they will appear on the form in a logical order.

For example, you may have a competency category called “Communication”. All related competencies, such as “Written communication” and “Oral communication” would appear in this category.

• **Column C:** Language

• **Column D:** Competency title

• **Column E:** Definition of the competency

• **Columns F-J:** Verbose ratings (most favorable to least favorable)

• **Column K - The first sub-competency:** Sub-competencies are skills and behaviors that help to define the competency

For example, sub-competencies for “Written communication” might include “Writes in a clear and concise manner” and “Produces written communication on time”.

• **Column L:** More positive comment for most favorable rating

• **Column M:** Neutral comment for most favorable rating

• **Column N:** More negative comment for most favorable rating

• **Columns O-Q:** Positive, neutral, and negative comments for second most favorable rating

• **Columns R-T:** Positive, neutral, and negative comments for third most favorable rating

• **Columns U-W:** Positive, neutral, and negative comments for second least favorable rating

• **Columns X-Z:** Positive, neutral, and negative comments for least favorable rating

Subsequent rows for each competency will contain additional sub-competencies and comment helper text. The layout must be as follows:

• **Column A:** Competency number. Each competency should be numbered

• **Columns B-J:** Blank

• **Column K:** A sub-competency

• **Column L:** More positive comment for most favorable rating

• **Column M:** Neutral comment for most favorable rating

• **Column N:** More negative comment for most favorable rating

• **Columns O-Q:** Positive, neutral, and negative comments for second most favorable rating
Chapter 6: Appraisal Form Sections

• **Columns R-T:** Positive, neutral, and negative comments for third most favorable rating

• **Columns U-W:** Positive, neutral, and negative comments for second least favorable rating

• **Columns X-Z:** Positive, neutral, and negative comments for least favorable rating

<p>| | | | | | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>E</td>
<td>F</td>
<td>G</td>
<td>H</td>
<td>I</td>
<td>J</td>
<td>K</td>
<td>L</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>Category 1</td>
<td>English</td>
<td>Competency 1</td>
<td>Definition</td>
<td>Rating 1</td>
<td>Rating 2</td>
<td>Rating 3</td>
<td>Rating 4</td>
<td>Rating 5</td>
<td>Subcomp. 1</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
<td>2</td>
<td>Category 1</td>
<td>English</td>
<td>Competency 2</td>
<td>Definition</td>
<td>Rating 1</td>
<td>Rating 2</td>
<td>Rating 3</td>
<td>Rating 4</td>
<td>Rating 5</td>
</tr>
<tr>
<td>3</td>
<td>2</td>
<td>2</td>
<td>Category 1</td>
<td>English</td>
<td>Competency 2</td>
<td>Definition</td>
<td>Rating 1</td>
<td>Rating 2</td>
<td>Rating 3</td>
<td>Rating 4</td>
<td>Rating 5</td>
</tr>
<tr>
<td>4</td>
<td>2</td>
<td>2</td>
<td>Category 1</td>
<td>English</td>
<td>Competency 2</td>
<td>Definition</td>
<td>Rating 1</td>
<td>Rating 2</td>
<td>Rating 3</td>
<td>Rating 4</td>
<td>Rating 5</td>
</tr>
</tbody>
</table>

*Figure 6-11 Competencies Definition File*

**To Import the Competencies Definition File**

1. Save the **Competencies Definition File** as a tab delimited text file.
2. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
3. From the left navigator, click the **Forms** link.
4. In the **Form Title** area, click the link to the Form.
5. From the left navigator, click the **Form Sections** link.
6. Click the **Import Competencies** button.
7. Click the **Browse** button, and select the tab delimited Competencies Definition File.
8. Click the **OK** button.
   The new competencies will appear at the bottom of the form. There will be a section for each competency category. You may reorder the form sections.
9. Click the link to the competency category to set up the format. In the example below, you would click the “People Management” link.

   - **People Management**
   - **Candidate Selection**
   - **Corrective / Disciplinary Action**
   - **Guidance and leadership**

   The rating scale will be Long - Summary Statements.

10. Ensure that the Manager has Response Access Rights. For more information, see “Granting Rights to Modify and View Sections” on page 99.
Setting Up Optional Competencies

An Appraisal Form will typically consist of a number of core competencies that may be applied to all employees who have been assigned to the form. Additionally, you may wish to allow Optional competencies, which managers or HR representatives may assign to specific employees.

NOTES:

• Before you can set up optional Competencies, you must you have included an Appraisal Step in which the Manager or HR representative is allowed to assign forms. For more information, see “Steps in the Appraisal Process” on page 39.

• Your Form must have a Competency section before you can configure it. For more information, see “Adding Form Sections” on page 86.

To Set Up an Optional Competency

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Forms link.

3 In the Form Title area, click the link to the Form.

4 From the left navigator, click the Form Sections link.

5 Click the Edit Competency List button.

A list of competencies, along with their definitions, appears.

6 Select the check boxes next to the competencies you want to make Optional.

7 Click the Toggle Optional button.

The selected competency becomes the default.

To remove the optional (default) setting, select the check box next to the Competency, and then click the Toggle Optional button.
Reordering Competencies

The order in which the competencies are listed on the Appraisal Form can be changed at any time.

Note that your form must have a Competency section before you can configure it. For more information, see “Adding Form Sections” on page 86.

To Reorder Competencies

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2. From the left navigator, click the Forms link.

3. In the Form Title area, click the link to the Form.

4. From the left navigator, click the Form Sections link.

5. Click the Edit Competency List button.
   A list of competencies, along with their definitions, appears.

6. Click the Reorder button.
   A Re-order Competencies window appears.

   Re-order competencies
   Competencies:
   Job skills
   Initiative
   Communication
   Quality of Work

   Move Up
   Move Down

7. Click the competency you want to reorder, and then click Move Up or Move Down to change the order.

8. Click the OK button.
   Changes are displayed in the Competency List page.
Using the Forms and Competencies Libraries

Halogen’s award-winning eAppraisal product includes practical and proven libraries of general-purpose forms and competencies that have been successfully implemented by over 1500 companies across all industries. Optionally, Lominger Leadership Architect Competency Library can be purchased and integrated to be used exclusively, or in conjunction with Halogen’s libraries.

There are specialized form and competency libraries directed for use with the Halogen eAppraisal, Halogen eAppraisal Healthcare, Halogen eAppraisal Financial Services, and the Halogen eAppraisal Professional Services modules to address the various industry’s needs.

The various form libraries can save you valuable setup time, or they can also be a great place to start and build your own personalized forms, complete with your company logo.

The competency libraries consist of the competency definitions, summary statements for ratings, and provide writing assistance in the form of comments and in some cases development tips. The library content can be customized to enables the assessor to provide high quality relevant assessments.

While every effort has been made to address local employment regulations, depending on your local employment regulations, some of the content may not be suitable or applicable in your area. Please review the competencies carefully before including them in your appraisal processes. Halogen Software Inc. accepts no responsibility for misuse, or violation of local employment regulations, by the use of the competencies library by the user.

For more information, see “Developing a List of Competencies” on page 181.
Chapter 7

Development Plans

Chapter Scope

This section describes working with Development Plans.

The section topics are as follows:

- “About the Development Plans Page” on page 194
- “Adding Development Plans to the Appraisal Process” on page 194
- “Editing Development Plans” on page 197
- “Deleting Development Plans” on page 198
- “Creating Development Plan Categories” on page 199
- “Editing Development Plan Categories” on page 200
- “Deleting Development Plan Categories” on page 200
About the Development Plans Page

The Development Plans page lists all Plans such as training and courses defined for the Appraisal Process, including their applicable Code and Category. During the Appraisal Process, Managers will be able to select from the list to include in the Development Plan section. It is not mandatory to define Development Plans for an Appraisal Process.

- To sort the list by title, click the Development Plans column header.
- To sort by code, click the Code column header.
- To sort by category, click the Category column header.

![Table of Development Plans](image)

Adding Development Plans to the Appraisal Process

There are three ways involved in adding Development Plans to the Appraisal Process, such as:

- “Creating a Development Plan Manually” on page 194
- “Importing a Development Plan From a Text File” on page 195
- “Copying a Development Plan” on page 196

Creating a Development Plan Manually

This method requires you to create a Development Plan manually.

To Create a Development Plan Manually

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Development Plans link.
3 Click the **Create New** button. A Development Plan window appears.

![Development Plan Window]

**Development Plan**

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title:</td>
</tr>
<tr>
<td>Description:</td>
</tr>
<tr>
<td>Code:</td>
</tr>
<tr>
<td>Category:</td>
</tr>
</tbody>
</table>

4 Type a **Title**, **Description** and **Code** in the corresponding fields.

5 Click an option in the **Category** drop-down list.
   - This list is populated using the Categories/Status option. For more information, see “Creating Development Plan Categories” on page 199.

6 If you want the Development plan to be editable when it is selected in an appraisal, select the corresponding check box.
   - When you select this check box, all fields are editable in the **Development Plans** section.

7 Click the **OK** button.

### Importing a Development Plan From a Text File

This method allows you to import Development Plans from a previously created delimited text file. Typically, this file would be created from your Training or Learning Management system.

**To Import a Development Plan from a Text File**

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Development Plans** link.
3 From the left navigator, click the **Import Development Plans** link.

The **Import Development Plans from a text file** window appears.

<table>
<thead>
<tr>
<th>Select field delimiter:</th>
<th>Tab</th>
<th>Semicolon</th>
<th>Comma</th>
<th>Space</th>
<th>Other</th>
</tr>
</thead>
</table>

Enter a number to indicate order in which fields to be imported appear in the delimited text file. A field in red is mandatory. All other fields are optional.

- Title: 1
- Description: 2
- Code: 3
- Category: 4
- File to import: Browse...

4 Next to **Select field delimiter**, do either of the following:

- Click either **Tab**, **Semicolon**, **Comma**, **Space**.
- Click **Other**, and then type the delimiting character (=/,!,#,etc.).

5 Type numbers in the appropriate fields to create an order of the fields.

For example, if **Description** is the second field in the delimited text file, type a “2” in the **Description** field. Note that you must type a number in the **Title** field.

6 Click the **Browse** button to select the text file to import.

7 Click **Begin Import**.

If you have any errors during your import they will be displayed at the end of the import process. Right-click in the window, and then click **Print** to print the information displayed on this message because the it is not stored anywhere else in the tool.

The total number of successful additions (courses) that were uploaded is 2.
The total number of lines not imported is 1.

The errors are:
Record at line 3 does not contain a Title.

---

**Copying a Development Plan**

You can copy a Development Plan from a Process, a Talent Assessment Process, a Library, an Archived Process, Archived Talent Assessment Processes, or an Archived Library.

**To Copy a Development Plan**

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Development Plans** link.
3 Click the Copy From button.

4 In the Copy from drop-down list, click the type of process to copy from.
   Your choices are Appraisal Processes, Talent Assessment Processes, Libraries, Archived

5 Click a process from the Available Processes to Copy From list.

6 Click the Copy button to move it to the Processes to Copy From list.

7 Click the OK button.
   The new course is added to the Development Plans page

**Editing Development Plans**

Sometimes, it is necessary to make changes to a Development Plans.

**To Edit a Development Plan**

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Development Plans link.
3 Click the Title of the development plan.

![Development Plan Table]

4 Edit the **Title**, **Description** and **Code** fields as required.

5 If required, use the **Category** drop-down list to change the Category.

6 If you want the Development plan to be editable when it is selected in an appraisal, select the corresponding check box.

   When you select this check box, all fields are editable in the **Development Plans** section.

7 Click the **OK** button.

---

**Deleting Development Plans**

Occasionally, **Development Plans** change as business changes. Therefore, some **Development Plans** become obsolete and need to be removed.

To Delete a Development Plan

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Development Plans** link.
Creating Development Plan Categories

Development Plan Categories are used to logically group Development Plans together and facilitate sorting through long lists.

To Create a New Development Plan Category

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Development Plans link.
3. From the left navigator, click the Categories link.
4. Click the Create New Category button.
5. Type a description of the Category in the Description field. **NOTE**: You have the ability to set up categories in multiple languages. Use the top right drop-down list to define your categories in all required languages. You can configure the list of available languages. Click the Options tab, and then click User Interface.
6. Click the OK button.

The new category is displayed in the Category page. You can also edit and delete Categories. For more information, see “Editing Development Plan Categories” on page 200 and “Deleting Development Plan Categories” on page 200.
Chapter 7: Development Plans

**Editing Development Plan Categories**

As your business changes, it may be necessary to edit the Categories used to group Development Plans together.

To Edit a Development Plan Category

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Development Plans** link.
3. From the left navigator, click the **Categories** link.
4. Click the **Category** you want to edit from the list.
5. Click the **Edit Category** button.
6. Edit the Description as required, and then click the **OK** button.

**Deleting Development Plan Categories**

As your business changes, it may be necessary to delete Categories used to group Development Plans together.

To Delete a Development Plan Category

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Development Plans** link.
3 From the left navigator, click the **Categories** link.

![Category screenshot](image)

4 Click the **Category** you want to delete from the appropriate list.

5 Click the **Delete Category** button.

6 Click the **OK** button to confirm that you want to delete the Category.
Chapter 8

Goals

Chapter Scope

This section describes working with Appraisal Goals.

The section topics are as follows:

• “About the Goals Page” on page 204
• “Adding Goals to an Appraisal Process” on page 204
• “Editing Goals” on page 210
• “Deleting a Goal” on page 211
• “Creating Goal Categories” on page 212
• “Editing Goal Categories” on page 212
• “Deleting Goal Categories” on page 213
Chapter 8: Goals

About the Goals Page

The **Goals** page lists all of the goals defined for the Appraisal Process, including their Categories. During the Appraisal Process, Managers will be able to select from the list to include in the New Goals section. It is not mandatory to define Goals for an appraisal, however.

- To sort the list by Title, click the **Goals** column header.
- To sort by Category, click a Category in the **Category** drop-down list.

![Figure 8-1 Goals Page - Expanded View](image1)

**NOTE:** If present, click the plus sign preceding the Goal title check box to expand the view of Goals and Sub-Goals.

![Figure 8-2 Goals Page - Collapsed View](image2)

Adding Goals to an Appraisal Process

You can set top-level **Goals** for your organization/corporation, then **Sub-Goals** for departments or divisions, and individual **Goals** that are all linked through the use of process defined **Goals**. Furthermore, you can assign an owner to a Goal or a Sub-Goal.

![Figure 8-3 Sample of a Goal List with Goals and Sub-Goals](image3)

There are three methods to add **Goals** to an Appraisal Process:

- **“Creating New Goals Manually” on page 205**
Creating New Goals Manually

Many corporations set top-level Goals for their organization. These Goals can be linked to Sub-Goals that you can define to monitor the progress of all Goals. You can also assign an owner to the Goal. Owners of Goals can assign a flag to the Goal, add result information, and so forth. You can select the owner from anyone in the User Center.

This feature is also known as Key Performance Indicators, or KPI.

To Create New Goals Manually

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Goals link.
3 Click the **Create New Goal** button.

![Goal form](image)

4 Type a Title and Description for the Goal in the corresponding fields.

5 Do any of the following:

**To**

- Add the Goal to a Category
  - The **Category** list is used to group Goals together to facilitate sorting through long lists. For more information, see “Creating Goal Categories” on page 212.
  
- Assign an Owner to the Goal
  - The Owner of the Goal will see it on their personal pages in the Corporate Goals pane. The Owner of the Goal can edit it.

**Do this**

- In the **Category** drop-down list, click a Category.
  
- Click the **Select** button next to the **Owner** field, then select a person from the list, then click the **Set as Owner** button, and then click the **OK** button.
## Adding Goals to an Appraisal Process

### Creating New Sub-Goals Manually

Sub-Goals are usually created for departments or divisions, as well as individual Goals. These Sub-Goals can be linked to higher level Goals to monitor the progress of all Goals. You can also assign an owner to the Sub-Goal. Owners of Sub-Goals can assign a flag to the Sub-Goal, add result information, and so forth. You can select the owner from anyone in the User Center.

This feature is also known as Key Performance Indicators, or KPI.

### To Create New Sub-Goals Manually

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2. From the left navigator, click the **Goals** link.

---

<table>
<thead>
<tr>
<th>To</th>
<th>Do this</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allow users to edit all of the fields in the <strong>Goals</strong> section in an Appraisal</td>
<td>Select the <strong>Goal is editable when selected in an appraisal</strong> check box.</td>
</tr>
<tr>
<td>Enter date information regarding the Goal</td>
<td>In the <strong>Results to Date</strong> area, click the calendar icon , and then select a date.</td>
</tr>
<tr>
<td>Enter a status flag for the Goal</td>
<td>Click the radio button under the status (green circle = on track, yellow triangle = at risk, red square = not on track, N/S = not started)</td>
</tr>
<tr>
<td>Enter results information for the Goal</td>
<td>Enter results information in the <strong>Results</strong> field.</td>
</tr>
</tbody>
</table>

### 6 Click the **OK** button to save the new Goal.
3 Click the **Create New Sub-Goal** button.

4 Type a Title and Description for the Sub-Goal in the corresponding fields.

5 Do any of the following:

<table>
<thead>
<tr>
<th>To</th>
<th>Do this</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Add the Sub-Goal to a Category</strong></td>
<td>In the <strong>Category</strong> drop-down list, click a Category.</td>
</tr>
<tr>
<td>The <strong>Category</strong> list is used to group Sub-Goals together to facilitate sorting through long lists. For more information, see “Creating Goal Categories” on page 212.</td>
<td></td>
</tr>
</tbody>
</table>
Adding Goals to an Appraisal Process

To

Assign an Owner to the Sub-Goal

The Owner of the Sub-Goal will see it on their personal pages in the Corporate Goals pane. The Owner of the Sub-Goal can edit it.

Allow users to edit all of the fields in the Sub-Goals section in an Appraisal

Enter date information regarding the Sub-Goal

Enter a status flag for the Sub-Goal

Enter results information for the Sub-Goal

6 Click the OK button to save the new Sub-Goal.

Do this

Click the Select button next to the Owner field, then select a person from the list, then click the Set as Owner button, and then click the OK button.

Select the Sub-Goal is editable when selected in an appraisal check box.

In the Results to Date area, click the calendar icon , and then select a date.

Click the radio button under the status (green circle = on track, yellow triangle = at risk, red square = not on track, N/S = not started)

Enter results information in the Results field.

Copying Goals

You can use this method to copy process-defined Goals from another process. Goals and Sub-Goals will maintain their links when copied from one process to another. Note that if a Goal or Sub-Goal has an owner, the owner will be copied, but results information will not be copied.

To Copy Goals from Another Process

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Goals link.
Click the **Copy From** button.

In the **Copy from** drop-down list, select the type of process to copy from. Your choices are **Processes, Libraries, Archived Processes**, and **Archived Libraries**.

From this **Available Processes to Copy From** list, click the process to copy from.

Click the **Copy** button.

Click the **OK** button.

**Editing Goals**

Sometimes it is necessary to make changes to Goals. You can edit Goals or Sub-Goals at any time.

**To Edit a Goal**

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Goals** link.
3. Click the Goal or Sub-Goal you want to edit.
4 Edit the Title and/or Description as required.

5 If required, change the Category using the Category drop-down list.

6 Select the Goal is editable when selected in an appraisal check box to make all of the fields editable in the Goals section.

7 Click the OK button to save your changes.

Deleting a Goal

Occasionally, Goals change as business changes. Therefore, some Goals become obsolete and need to be removed.

To Delete a Goal

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Goals link.

3 Select the check box(es) next to the Goal(s) or Sub-Goal(s) you want to delete.

4 Click the Delete Selected button.

5 Click the OK button to confirm your changes.

NOTE: Goals that have been already assigned to an employee cannot be deleted.
Creating Goal Categories

Categories are used to logically group Goals together and facilitate sorting through long lists.

To Create a New Goal Category

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Goals link.
3. Click the Categories link.
4. Click the Create New Category button.
5. Type a Description for the Category.
   NOTE: You have the ability to set up categories in multiple languages. Use the top right drop-down list to define your categories in all required languages. You can configure the list of available languages. Click the Options tab, and then click User Interface.
6. Click the OK button.
   The new Category is displayed in the Category page.
   You can also edit and delete Goal Categories. For more information, see “Editing Goal Categories” on page 212 and “Deleting Goal Categories” on page 213.

Editing Goal Categories

As your business changes, it may be necessary to edit the Categories used to group Goals together.
To Edit a Goal Category

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Goals link.
3. Click the Categories link.
4. Click the Category you want to edit from the appropriate list.
5. Click the Edit Category button.
6. Edit the Description as required, and then click the OK button.

Deleting Goal Categories

As your business changes, it may be necessary to delete Categories used to group Goals together.

To Delete a Goal Category

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Goals link.
3 Click the **Categories** link.

4 Click the **Category** you want to delete from the list.

5 Click the **Delete Category** button.

6 Click the **OK** button to confirm your changes.
Chapter 9
Project Center

Chapter Scope

This section introduces the Project Center and how to create and maintain your Projects, and manage your Project Members. You can also import Projects from a text file.

The section topics are as follows:

• “About Project Evaluation Processes” on page 216
• “About Projects” on page 216
• “Getting Started with a Project Process” on page 216
• “Creating a Project” on page 218
• “Opening a Project” on page 221
• “Closing a Project” on page 221
• “Deleting a Project” on page 222
• “Searching for Projects” on page 223
• “Managing Your Project Members” on page 224
• “Importing Projects from a Text File” on page 236
About Project Evaluation Processes

This is a Project-based appraisal process that allows Project Leaders to evaluate the individuals that performed as members of their Project. These evaluations may occur more than once within the same Process and more than one Project can exist within the parent Process.

Employees are added as Project Members and will be evaluated by a Project Leader. The Project Leader is similar to a direct manager’s role, but is a temporary relationship. All Project evaluations that are part of the Process are completed by Project Leaders; there are no direct managers or the need to reference 2nd - 4th level managers.

Before Projects can be created the Project Process (also known as the parent Process) must be created and opened. All Steps, Forms, Development Plans and Goals, and process Notifications are defined at the Process level and all Projects within the parent Process will use these elements.

Project Evaluations are used to deliver immediate feedback to Project Members, and are available for recall during the annual appraisal process. The results of the Project Evaluations can provide additional employee information and can be used by the member’s manager.

About Projects

When a Project Evaluation Process has been created a new Project Center link will be available from the left navigator. The Project Center link will not appear in any other type of appraisal process, such as Scheduled, Anniversary, Interim or Library.

Forms, Steps, Development Plans, Goals and Notifications will be set up once in the parent Project Process and be used for all Projects within the Process.

The parent Project Evaluation Process must be open before you are able to open any newly created Projects.

Groups that have been created in the Project Process (or the parent Process) will display in Projects only if a Project Member is included in the Group.

Getting Started with a Project Process

A project process can contain any number of individual project appraisals. You may choose to create an annual process that maps to your performance appraisal cycle. This will allow all projects completed in the past year (for example) to be used as input into the performance appraisal process at year-end.

Getting started with a Project Process requires you to do the following tasks:

• “Setting Up a Project process” on page 217
Setting Up a Project process

Use the following steps to create a new process that will contain individual project appraisals that occur over a period of time.

Step 1
Create a new Project process. For more information, see “Appraisal Process” on page 19.

Step 2
Configure the general properties for this new Project process. All projects that you create in this process will inherit these properties. For more information on setting the general properties for a Project process, see “Defining a Project Process” on page 28.

Step 3
Create steps that apply to your Project process. At a minimum, you will need to add the “Project Leader Writes Employee Appraisals” step. For more information on adding steps to your Project process, see “Adding a New Step to an Appraisal Process” on page 42.

Note that there are no steps available that depend on the relationship between a direct report and manager. Instead, the relationship is between a project leader and team members. It is possible, however, to add an approval step involving a direct manager using the “Third Party Approves Appraisals” step. For more information on this step, see “Configuring a Third Party Approval Step” on page 56.

Step 4
If you have the optional Multirater module installed, you can add the “Evaluators Complete Multirater Assessments” step to the process. This will allow the project leaders to request feedback on the project members that they are assessing. For more information on adding a Multirater step to the process, see “Adding a Multirater Appraisal Step” on page 301.

Step 5
Create at least one form that will be used to evaluate the project members. Note that if you use scoring on the form, the score for each project will be easily retrievable at performance appraisal time. For more information on creating a form, see “Creating a Form” on page 64.

Adding Projects to the Project process

Now that you have set up the process, you can begin adding individual projects to it when it is time to evaluate the members of a project team. Like other processes, this one needs to be opened to become active. Information about individual projects can be imported or entered manually. Use the following steps to add Projects to the Project Process.
Step 1

Create each project to be evaluated. Access the process details of the process you defined above. From the Project Center, you can create individual projects or import a number in one batch. For more information, see “Creating a Project” on page 218 and “Importing Projects from a Text File” on page 236, respectively.

Step 2

Configure the project properties for the project. It will require a code, name and description. The name entered will appear for end users of the application. Enter the name of the project leader(s) that will evaluate the project members - they themselves cannot be evaluated as part of this project evaluation. Enter the date that triggers this project appraisal process to begin. When identifying the Project Leaders(s), they are selected from the User Center - they do not have to be a participant of the process in order to be added, but they will automatically become a process participant. For more information, see “Creating a Project” on page 218.

Step 3

Add the project members that are to be evaluated. When adding the Project Members, you must select them from the User Center—they do not have to be a participant of the process in order to be added, but they will automatically become a process participant. For more information on adding project members, see “Adding Project Members” on page 224.

Step 4

From the Project Center, open the individual project to start the evaluation process. For more information, see “Opening a Project” on page 221.

Creating a Project

To create a new Project you must first define the properties. These properties must include the Project Code, Project Name, and Project Start Date, and optionally you can enter a Description or create a Project Leader List. You can also edit the properties of existing Projects from the Project Center location.

NOTE: The Project Evaluation Process (also know as a parent process) must be open before you are able to open any newly created Projects.

To Create a Project

1. In the Appraisal Center, click the Process Details link for the appropriate process.

The General Properties page appears.
2 From the left navigator, click the **Project Center** link.

The **Projects** page appears.

NOTE: To edit the properties of an existing Project, click on the Project Name link.

3 Click the **Create New** button.

The **Project Properties** page appears.

NOTE: Using the Language Selector drop-down list, you can define a set of Project names for each language defined in the application.

4 Enter a **Project Code** in the field.

You must enter a unique Project Code with a maximum length of 10 characters.

5 Enter a **Project Name** in the field.

The Project Name is mandatory, with a maximum length of 200 characters.

6 Enter a **Description** in the field.

Entering a Description is optional and does not require text input.
7 To add names to the **Project Leader List**, click the **Modify List** button.

The **Project Leader List** pop-up opens.

![Project Leader List](image)

**NOTE:** Project Leaders will evaluate members assigned to their project. A Process can have more than one Project Leader; members can be selected from the Project Members page.

8 Enter the first letter(s) of a name in the **Last** or **First Name** fields and click the **Search** button.

The more letters you enter the more precise the search results will be.

**NOTE:** To reset the list to show all names in the User Center, clear the **Last** or **First Name** fields then click the **Search** button.

9 Select a **name** from the list and click the **Add** button.

Optionally you can select from the **Show Additional Information** drop-down list, which can be helpful when you have employees with similar or duplicate names.

10 When you have completed selecting name(s), click the **OK** button.

The selected name(s) will appear in the **Project Leader List** field.

11 In the **Project Dates** area, click the **Calendar** icon to set a start date.

The date appears in the **Project evaluations start date** field.

**NOTE:** The system will calculate the due date by adding the Project Evaluation start date and the number of days after the Project Evaluation start date from the process. Likewise the open and close dates shown will be based on the parent Project Evaluation Process.

12 Click **Save Changes**.

The Project Properties information is saved.
Opening a Project

The Project Evaluation Process (also known as a parent process) must be open before you are able to open any Projects. If the Project Evaluation Process is closed the “Open/Close” button will not be available for use.

To Open a Project

1. In the Appraisal Center, click the Process Details link for the appropriate process. The General Properties page appears.
2. From the left navigator, click the Project Center link. The Projects page appears.
3. Select the Project Name check box you want to open. You can make multiple selections. NOTE: To select all Projects, use the top check box next to the Name column heading.
4. Click the Open/Close button. The Status column will change to display Open on Start Date or In Progress for the selected Project(s) when applicable.

Closing a Project

Once a Project is opened you can close one or more Projects with the simple click of a button.

To Close a Project

1. In the Appraisal Center, click the Process Details link for the appropriate process. The General Properties page appears.
Chapter 9: Project Center

2 From the left navigator, click the **Project Center** link.

The **Projects** page appears.

<table>
<thead>
<tr>
<th>Name</th>
<th>Status</th>
<th>Start Date</th>
<th>End Date</th>
<th># Appraisals</th>
<th># Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>A - Project A</td>
<td>Open on Start Date</td>
<td>2007/07/16</td>
<td>2007/08/20</td>
<td>20</td>
<td>0</td>
</tr>
<tr>
<td>B - Project B</td>
<td>Closed</td>
<td>2007/07/10</td>
<td>2007/08/14</td>
<td>14</td>
<td>14</td>
</tr>
</tbody>
</table>

3 Select the **Project Name** check box you want to close.

You can make multiple selections.

**NOTE:** To select all Projects, use the top check box next to the **Name** column heading.

4 Click the **Open/Close** button.

The **Status** column will change to display **Closed** for the selected Project(s).

---

**Deleting a Project**

Extreme caution must be used when deleting Projects, as it will permanently erase the Project and all associated records for the Project evaluation. You will be prompted by a confirmation pop-up, and as an added precaution a second warning message appears before deletion can occur.

**To Delete a Project**

1 In the Appraisal Center, click the **Process Details** link for the appropriate process.

The **General Properties** page appears.

2 From the left navigator, click the **Project Center** link.

The **Projects** page appears.

3 Select the **Project Name** check box you want to delete.

You can make multiple selections.

**NOTE:** To select all Projects, use the top check box next to the **Name** column heading.
4 Click the **Delete Selected** button.  
A confirmation pop-up opens.

5 Click the **OK** button.  
A warning pop-up opens.

6 Click the **OK** button.  
The selected Project is deleted.

---

**Searching for Projects**

The Projects list can become quite large in some organizations. To assist you in searching for Projects you can use the character search feature, sort the list by name and dates, or use the status filters to locate a Project quickly.

The Projects page will display a maximum of twenty Projects per page. When more than twenty Projects exist the page navigator appears indicating the number of pages and provides the option to move forward and backward through the pages.

**To Search for Projects**

1. In the Appraisal Center, click the **Process Details** link for the appropriate process.  
The **General Properties** page appears.

2. From the left navigator, click the **Project Center** link.  
The **Projects** page appears.

3. In the **Contains** box, enter character(s) contained in the Project Code or Name then click the **Find** button.  
All Projects containing the entered alpha/numeric character(s) will display in the Projects list.  
**NOTE:** The more characters you enter the more precise the search results will be.

4. In the **Status** filter area, select **All Projects**, **In Progress Projects**, or **Closed Projects** from the drop-down list.  
All Projects matching the selected Status filter will display.
5 To sort by **Name, Start** or **End Dates**, click on the column heading. The up and down arrows indicates ascending or descending order of the sorted list. 
**NOTE:** Repeated clicking alters the sort order.

6 When available, use the Page Navigator’s **Previous**, **Page Number**, or **Next** links. The Page Navigator’s links only appear when there are more than 20 Projects to display.

**Managing Your Project Members**

You can add, delete, or edit Project Members and assign the Forms to be used in your Project. Since a process may have more than one Project Leader you can also assign Members to Leaders.

From the Project Members page you can perform the following tasks:

- “Adding Project Members” on page 224
- “Editing the Project Member Status” on page 226
- “Searching for Project Members” on page 228
- “Assigning Project Leaders” on page 229
- “Selecting Project Members” on page 231
- “Assigning Forms to Project Members” on page 234
- “Removing Project Members or Groups” on page 235

**Adding Project Members**

Before employees can participate in a Project or be evaluated, they must first be added as Project Members.

Initially all employees are entered into the User Center, and then a Process is created and selected employees are added to the Participant Center for that Process. When a Project Process is created you will select from your participants and add them as Project Members to each new Project.

You can add groups or individual members. If you select a group, the members of that group will be added under the same group name.

**To Add Project Members**

1 In the Appraisal Center, click the **Process Details** link for the appropriate process. The **General Properties** page appears.
2 From the left navigator, click the **Project Center** link. The **Projects** page appears.

3 Click a **Project Name** link. The selected **Project Properties** page appears.

4 From the left navigator, click the **Project Members** link. The **Project Members** page appears.

![Project Members screenshot]

**NOTE:** Any Project Leaders that had been added to the Project Leader List when defining the Project properties will automatically display in the Project Members list.
5 Click the **Add Project Members** button.

The **Add Project Members** pop-up opens.

6 Select the **Name** or **Group** check box of members you want to add.

For more information on the **Search** options, see “**Adding Participants to an Appraisal Process**” on page 241

7 Click the **OK** button when selections are complete.

**Editing the Project Member Status**

From the Project Members page, you can view and modify the status of the appraisal for each member. The member’s status will provide you with employee and project information and the process steps including the actual status for each step, completion dates, and those responsible for completing the steps. When applicable you can make changes to the status of steps by marking steps as complete.

**To Edit a Project Member’s Status**

1 In the Appraisal Center, click the **Process Details** link for the appropriate process.

The **General Properties** page appears.

2 From the left navigator, click the **Project Center** link.

The **Projects** page appears.
3 Click a **Project Name** link.
   The selected **Project Properties** page appears.

4 From the left navigator, click the **Project Members** link.
   The **Project Members** page appears.

5 From the member row you want to view, click the **Status** link.
   The **Individual Appraisal Status** pop-up opens.
6 To mark a step as complete, identify the step, and click the **Complete** button.
   A confirmation pop-up opens, click the **OK** button.
   • The status details change.
   **NOTE:** Depending on the status or type of step there may not be an associated **Complete** button.

**OR** To mark all steps as complete, click the **Complete All** button.
   A confirmation pop-up opens, click the **OK** button.
   • The status details change.

7 Click the **OK** button to return to the **Project Members** page.

**Searching for Project Members**

The Project Members list can become quite large in some organizations. To assist you in searching for members you can use the character search features, or use the filters to locate a Project quickly.

You can search for project members by their name, the first letter of their name, and when applicable you can use the evaluation status filter to improve your search results. You can also filter project members based on forms that have been assigned to them.

**To Search for Project Members**

1 In the Appraisal Center, click the **Process Details** link for the appropriate process.
   The **General Properties** page appears.

2 From the left navigator, click the **Project Center** link.
   The **Projects** page appears.

3 Click a **Project Name** link.
   The selected **Project Properties** page appears.

4 From the left navigator, click the **Project Members** link.
   The **Project Members** page appears.
5 In the **Starts with** box, enter letter(s) contained in the member’s name then click the **Find** button.

All members containing the entered letter(s) will display in the Project Members list.

**NOTE:** The more letters you enter the more precise the search results will be.

6 In the **Quick Search** area, click on the letter that begins the member’s last name.

Every member with the last name beginning with the selected letter will display.

7 In the **Project members** filter area, select **All**, **Active**, **Inactive**, or **Without Project Leader** from the drop-down list.

All Project Members matching the selected member filter will display.

8 In the **Evaluation status** filter area, select **All**, **Completed**, **Active**, or **Future** from the drop-down list.

All Project Members matching the selected status filter will display.

9 In the **Forms** filter area, select **All**, **No form assigned**, or a **Form title** from the drop-down list.

- The **All** filter displays all Project Members in the Project Center.
- The **No form assigned** filter displays Project Members who have not been assigned a form.
- If an employee is not a participant of a project and therefore has not been assigned a form, they will not be included in the **No form assigned** filter list results.
- Selecting a **Form title** displays Project Members that have been assigned the selected form.
- If an employee is a member of more than one project, and the selected form only applies to one of the projects, then only the project associated with the selected form displays.

10 When available, use the Page Navigator’s **Previous**, **Page Number**, or **Next** links.

The Page Navigator’s links only appear when there are more than 20 participants to display.

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**Assigning Project Leaders**

Each Project Member to be evaluated must be assigned a Project Leader, who will be responsible for conducting evaluations and managing the Project.

When a Project has only one Project Leader, all Project Members will automatically be assigned to that Leader. If more than one Leader exists you will have to assign a Project Leader to your Members.
Leaders are selected from the Project Leader List, which is created when defining the Project Properties. For more information on creating a Project Leader List, see “Creating a Project” on page 218

To Assign a Project Leader

1. In the Appraisal Center, click the Process Details link for the appropriate process. The General Properties page appears.

2. From the left navigator, click the Project Center link. The Projects page appears.

3. Click a Project Name link. The selected Project Properties page appears.

4. From the left navigator, click the Project Members link. The Project Members page appears.

5. Select a Member Name check box and click on the Assign Project Leader button. The Assign Project Leader pop-up opens.

NOTE: The Assign Project Leader button is only available if more than one Project Leader exists, as indicated by the brown colored Project Leader icon.
6 To display the Project Leaders names, click the Search button. Any existing Project Leaders will display in the text box.

OR Enter the first letter(s) of a name in the Last or First Name fields and click the Search button.

The more letters you enter the more precise the search results will be.

NOTE: To reset the list to show existing Project Leader names, clear the Last or First Name fields then click the Search button.

7 Select a name from the list and click the Set as Team Leader button.

The name will appear grayed out in the Project Leader is field.

• Optionally you can select from the Show Additional Information drop-down list, which can be helpful when you have Leaders with similar or duplicate names.

8 Click the OK button when selections are complete.

Selecting Project Members

When one Project Leader exists in a particular Project, all Members are automatically assigned to that Leader. When more than one Project Leader exists, Members must be assigned.

Members must first be added to the Project Center before they can be assigned a Project Leader. For more information on adding Members, see “Adding Project Members” on page 224
To Select Project Members

1. In the Appraisal Center, click the **Process Details** link for the appropriate process. The **General Properties** page appears.

2. From the left navigator, click the **Project Center** link. The **Projects** page appears.

3. Click a **Project Name** link. The selected **Project Properties** page appears.

4. From the left navigator, click the **Project Members** link. The **Project Members** page appears.
5 Identify the Leader and click on the Project Leader icon. The Select Project Members pop-up opens.

![Select Project Members](image)

**NOTE:** Any existing Members for the Project Leader will display in the Project Members list.

6 To display all Project Member names, click the Search button. All Project Member names will display in the text box below the Search button.

**OR** Enter the first letter(s) of a name in the Last or First Name fields and click the Search button. The more letters you enter the more precise the search results will be.

**NOTE:** To reset the list to show existing Member names, clear the Last or First Name fields then click the Search button.

* Optionally you can select from the Show Additional Information drop-down list, which can be helpful when you have Members with similar or duplicate names.

7 Select from the All Project Members list, and click the Add button. The Member moves to the Project Members list.

**OR** Use the Remove button to move a selected name to the All Project Members list.

8 Click the OK button when selections are complete.
Assigning Forms to Project Members

Once a form has been established for the Project Evaluation Process, all Project Members will be assigned the default form automatically. You can however create and assign different forms to individual Members by reassigning specific forms or assigning forms based on user fields.

For more information on Default Forms, see “Setting a Default Appraisal Form” on page 79

To Assign Forms to Project Members

1. In the Appraisal Center, click the Process Details link for the appropriate process. The General Properties page appears.

2. From the left navigator, click the Project Center link. The Projects page appears.

3. Click a Project Name link. The selected Project Properties page appears.

4. From the left navigator, click the Project Members link. The Project Members page appears.

5. Select the Name check box of member(s), and click the Assign Form button. OR From the Form column, click the Default or Form Title link. The Assign Appraisal Form to Members pop-up opens.

6. Click the Specific Form radio button.
7 Enter search criteria in the **Search form codes or titles** field, and click the **Search** button. Any matching entries will display in the **Form Code - Form Title** list.

**OR** Click the **Reset** button.

This will reset the defaults if you had entered search criteria.

8 Select a form from the **Form Code - Form Title** list.

9 Click the **Assign Form** button.

**NOTE:** You can reset the form by clicking the **Reset to Default** button.

10 To assign a form to a subgroup, select the **Assign to subgroups** check box. Applicable when **Groups** is selected from the **All Participants** list.

11 Click the **OK** button.

**OR** Click the **Based on User Field** radio button.

12 Select a **User Field** from the **Form Code** drop-down list.

13 To assign a form to a subgroup, select the **Assign to subgroups** check box. Applicable when **Groups** is selected from the **All Participants** list.

14 Click the **OK** button.

### Removing Project Members or Groups

Individual members or groups can be removed from the Project Members List. Selected Members will be removed from the specific Project, as each Project will have its own Members List.

Only Process Project groups with members in the Project will display, and if a group is selected it will be removed from all Projects.

**To Remove Project Members or Groups**

1 In the Appraisal Center, click the **Process Details** link for the appropriate process. The **General Properties** page appears.
Chapter 9: Project Center

2 From the left navigator, click the **Project Center** link.
   The **Projects** page appears.

3 Click a **Project Name** link.
   The selected **Project Properties** page appears.

4 From the left navigator, click the **Project Members** link.
   The **Project Members** page appears.

5 Select the **Name** check box of member(s) or Group(s), and click the **Remove Selected Items** button.
   A confirmation pop-up opens.

6 Click the **OK** button to confirm the removal.

**Importing Projects from a Text File**

This method allows you to import Project data from a text file. Before information can be imported a delimited text file must be created to include Project name, code and description, evaluation dates, Project Leader and Member information.

**To Import Projects from a Text File**

1 In the Appraisal Center, click the **Process Details** link for the appropriate process.
   The **General Properties** page appears.

2 From the left navigator, click the **Project Center** link.
   The **Projects** page appears.
3 From the left navigator, click the **Import Projects** link.

The **Import Projects from a text file** page appears.

4 In the **Select field delimiter** area, click the radio button of the field delimiter you used.

If **Other** is selected, enter the delimiting character (i.e. /, =, *, #, etc.) in the field.

5 In the **Update existing Projects**, click the **Yes** or **No** radio button.

- When **No** is selected, all rows in the file with or following a Project Code that already exists will not get imported.
- When **Yes** is selected, all information will be imported and Project Leaders and Members added. Any existing Project Leaders or Members not being imported will not get deleted.

6 In the **Date format of imported date field**, click a radio button.

Select the date format used in the text file.

7 Enter the **number** for fields in the order they appear in the text file.

The **Project Code**, **Project Name** and **Evaluation Start Date** fields are mandatory when creating new projects. When updating existing projects only the **Project Code** is mandatory.

8 Enter **numbers** in the **Project Leader** and **Project Members** fields.

Ensure that the text file is setup with one Project Leader per row, with Project Members in the same row as their evaluating leader.

**NOTE**: Do not repeat Project Code, Name, Description and Start Date information that appears in the first row of your text file.

9 In the **Match using** areas, click the radio button that reflects your file.

The user fields **Username**, **Email** or **Employee ID** must be unique to the individual.
10 In the **File to Import** area, click the **Browse** button to locate the file.
   The **Choose File** pop-up opens, select the file and click the **Open** button.
   • The selected file name and path will appear in the **File to Import** field.

11 Click **Save Settings**.
   It is advisable to save your settings before you proceed with the import process.

12 To start the import process, click the **Begin Import** button.
   The progress bars will display the status of the import.
   • When complete, an **Import Complete** confirmation pop-up opens. It will provide you with the status of successful additions and any errors that may have occurred in the import process.

13 Click the **OK** button.
Chapter 10

Participant Center

Chapter Scope

This section describes working with the Participation Center.

The section topics are as follows:

- “About the Participant Center” on page 240
- “Adding Participants to an Appraisal Process” on page 241
- “Assigning Participants to Groups” on page 244
- “Updating Relationships” on page 245
- “Updating Group Assignments” on page 246
- “Assigning Roles to Participants” on page 247
- “Assigning Managers and HR Representatives” on page 248
- “Assigning a Third Party Approver” on page 251
- “Assigning Appraisal Forms” on page 252
- “Removing Participants From Groups” on page 255
- “Removing Selected Items from the Appraisal Process” on page 256
- “Searching for Participants” on page 257
- “Editing the Employee Process Status” on page 259
- “Working with Orphan Participants” on page 262
About the Participant Center

The Participant Center is a list of all the Participants in an Appraisal Process.

From this page, you can perform several functions, including:

- “Adding Participants to an Appraisal Process” on page 241
- “Updating Relationships” on page 245
- “Assigning Roles to Participants” on page 247
- “Assigning Managers and HR Representatives” on page 248
- “Assigning a Third Party Approver” on page 251
- “Assigning Appraisal Forms” on page 252
- “Removing Participants From Groups” on page 255
- “Removing Selected Items from the Appraisal Process” on page 256
- “Searching for Participants” on page 257
- “Editing the Employee Process Status” on page 259
- “Working with Orphan Participants” on page 262

The following list describes the Participants in an Appraisal Process:

- **Participants**: All participants who have been imported from the User Center into the Appraisal Process. To enter the Appraisal Process, the user must appear in the Participants List.

- **Managers**: All participants who have been assigned the Manager role.

- **HR Representatives**: All participants who have been assigned the HR Representative role.
• **Without Manager:** Participants who are not assigned to a Manager. In certain circumstances, the assignment may be lost. These participants are referred to as “Orphans,” and the Administrator must assign a Manager.

• **Without HR Rep:** Participants who are not assigned to an HR representative. In certain circumstances, the assignment may be lost. These participants are referred to as “Orphans,” and the Administrator must assign an HR representative. For more information on “Orphan” participants, see “Working with Orphan Participants” on page 262.

• **Without Job Description:** Participants who are not assigned to a job description. This view is only available when *Job Description Builder* is licensed. With this view administrators can locate employees who cannot not be assigned a JD base form since they have not been assigned a job description.

• **Missing Due Date:** Participants who are missing mandatory date information so that the due date cannot be calculated. (This view will not be shown in a Scheduled Process.)

### Adding Participants to an Appraisal Process

All HR representatives, Managers, and Subjects involved in the Appraisal Process must be added to the **Participant List**. Participants are added from the User Center.

You may add groups or individual participants. If you select a group name, Users assigned to that group will be added under the same group name. If you select individual participant names, they will not be assigned to a group in the **Participant List**.

#### To Add Participants to the Participant List

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Participant Center** link.
3. Click the **Add Participants** button.
4 Select a group or individual User using the check box next to the name. If the User(s) you require is (are) not on the list, the Add Participants window has four options to help you find them quickly and efficiently:

Option 1: The Starts with feature finds Users by entering the first initial of their last name and clicking the Find button. All Participants last names beginning with the letter entered are displayed.

Option 2: The Hired on or After feature finds Users quickly by using a calendar to enter the date when they were hired and clicking the Find button.

Option 3: The Filter by User Field feature works in conjunction with the User Field Selection field to help you locate Participants by way of User Fields.

1 Using the drop-down menu in the Filter by User Field, choose a User Field to search by.
2 Click the **Select** button and choose a **Job Title** from the **User Field Selection** drop-down list.

![User Field Selection](image)

3 Click the **Find** button.

Results are displayed in the **Add Participants** window.

**Option 4:** The **Quick Search** filter lists letters of all User's last names entered in the **User Center**. If you know the last name of the person you are looking for or just want to view a list, click the letter you want. Results are displayed in the **Add Participants** window.

You must assign all Users to Manager, HR Representative, and/or To be evaluated roles when importing. If not, all Participants will have the same roles. But, you may wait and assign roles to Participants in the Participant Center once they have been imported.

### To Assign Roles

1 Click the check box for each User you want to import from the **Add Participants** window.

**HINT:** It is a good idea to import specific roles when performing this task. For example: select all the Managers first, assign the Manager/Evaluator check box to them and click OK to import. Use the same method to select HR Representatives and Subjects (To be evaluated). The eAppraisal Process cannot distinguish between Managers, HR Reps and Subjects if a lot of Users were imported and all three role check boxes were checked at the same time.

2 Click the appropriate check box under **Add Following Role(s) on Import**.

3 Click the **OK** button to import.

**WARNING:** Do your additions one page at a time. If not, your selections will be lost when you move to a different page.
Assigning Participants to Groups

From the Participant Center, you may assign participants to new or existing groups making it easier to manage processes. Group names appear in “blue” text on the left side of the list, under the Groups header.

To view participants in a group, click the group name. The selected group name changes to bold, black text and all participants in that group appear on the right under the Participant header.

To Assign Participants to a Group

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Participant Center link. The All Participants page displays.
3. Click the checkbox beside each participant's name to be assigned to a group.
4. Click the Create/Assign to Group button. The Assign to Groups pop-up opens.
5. To add participants to an existing group, highlight the group name in the Available Groups list, and click the Assign button.
OR If a new group is required, enter a name in the **New Group Name** field, and click the **New Group** button.

The selected or newly created groups will display in the **Assign to these groups** list.

6 Click the **OK** button.

The group name appears in the **Groups** column and all participants chosen are now assigned to that group.

### Updating Relationships

Updating Relationships in the All Participants section is very important and should be completed by the Administrator assigned to that process.

The Update Relationships link (see Figure 10-2) should be used when the Administrator has made multiple changes to the User Center.

![Figure 10-2 All Participants Main page](image)

If there is a need to match the relationships between the **Participant Center and User Center**:
To Update Relationships

1. Click the **Update Relationships** button.
   - By selecting this feature, it will update all subjects relating to manager and HR relationships in the Participant Center.
   - It might also import any missing Managers/HR Reps that were not there before but are now required because of the changes just made.
   - The Administrator will see the following Warning window

![Warning Window](image)

**NOTE:** The WARNING feature means this might happen if the changes being made are done during peak hours. It is recommended that these changes be made during non-peak times.

2. Click the **OK** button to continue.

### Updating Group Assignments

Group assignments will be updated based on User Center groupings. Participants will be removed from groups they are no longer a part of and will be added to any new group assignments. New groups will be created in the Participant Center if they do not already exist, and groups that are not part of the new participant grouping hierarchy will be deleted.

To Update Group Assignments

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Participant Center** link.
   - The **All Participants** page displays.
3 Click the **Update Group Assignment** button. A confirmation pop-up opens.

4 Click the **OK** button to continue.

**NOTE:** A progress indicator appears during the group update process. The size of the Participant Center and the number of changes can influence the amount of time required to update.

### Assigning Roles to Participants

The table below describes the roles of participants in appraisal processes, and provides the icon associated with the role.

**Table 10-1 Participant Roles**

<table>
<thead>
<tr>
<th>Role</th>
<th>Icon</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Representative</td>
<td>![Icon]</td>
<td>Participants with the HR Representative role can be responsible for assigning managers, reviewing and signing off on appraisals, and so forth.</td>
</tr>
<tr>
<td>Manager/Evaluator</td>
<td>![Icon]</td>
<td>Managers/Evaluators will be responsible for completing appraisals for their direct reports.</td>
</tr>
<tr>
<td>To Be Evaluated</td>
<td>![Icon]</td>
<td>Typically, the employees to be evaluated are the direct reports of the managers, but this is not always the case. Managers may also be subjects of evaluations. In addition, employees may be required to complete self-evaluations.</td>
</tr>
<tr>
<td>Project Leader</td>
<td>![Icon]</td>
<td>Project Leaders are only present in Project Processes. They will be responsible for evaluating Project Members. While similar to a manager, Project Leaders are rarely the actual manager of the participant, making this a temporary relationship.</td>
</tr>
<tr>
<td>Project Member</td>
<td>![Icon]</td>
<td>Project Members are only present in Project Processes. They are added as members of the Project to be evaluated by their Project Leader.</td>
</tr>
</tbody>
</table>

You may grant roles to entire groups or to individual participants from the Participants List.

**To Assign a Role from the Participant List**

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Participant Center** link.

3 Select the participant using the check boxes to the left of the names. To select all participants, click the check box in the header.
4 Click the **Assign Role(s)** button to display the following pop-up.

**Assign Roles**

Assign roles to the selected participants.

- [ ] To be evaluated
- [ ] Manager/Evaluator
- [ ] HR Representative

*Unchecked roles will be removed from the selected participants.*

*Adding or removing roles may cause statuses that were marked as Complete to be changed to In Progress.*

**OK** **Cancel**

5 Select the roles for the participants.

The options are **To Be Evaluated**, **Manager/Evaluator** and **HR Representative**.

**NOTE:** The **To Be Evaluated** option is not available in **Project** Processes.

You may assign more than one role for each participant.

**WARNING:** Unchecked roles will be removed from the selected participants. Adding or removing roles may cause statuses that were marked as Complete to be changed to In Progress.

**NOTE:** This process overwrites existing role assignments. If you wish to maintain an existing role while adding a new one, select the existing role again.

6 Click the **OK** button.

**Assigning Managers and HR Representatives**

Each employee to be evaluated will be assigned a manager and an HR representative. The manager will be responsible for conducting the employee appraisal. The HR representative will be responsible for reviewing the performance appraisal to ensure that it is completed correctly and fairly.

From the Participant Center you can perform the following tasks:

- “**To Assign a Manager to an Employee**” on page 248
- “**To Assign an HR Representative to an Employee**” on page 249

**To Assign a Manager to an Employee**

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Participant Center** link.

3 Select the participants for whom a manager is to be assigned, using the check boxes to the left of the names.
4 Click the **Assign Manager** button.

5 Select the manager's name from the list.  
To search a long list of names, enter the first few letters of the last name in the **Starts with** box, and then click the **Find** button.  
If there are duplicate names, select the **Show Email Address** check box to differentiate between participants.

6 Click the name, and then click the **Set As Manager** button.

7 Click the **OK** button.

**To Assign an HR Representative to an Employee**

1 Select the participants for whom an HR representative is to be assigned, using the check boxes to the left of their names.
2 Click the **Assign HR Rep** button.

![Assign Manager](image)

3 Select the HR representative’s name from the list.

To search a long list of names, enter the first few letters of the last name in the **Starts with** box, and click the **Search** button.

If there are duplicate names, select the **Show Email Address** check box to differentiate between participants.

4 Click the name, and then click the **Set As HR Rep** button.

5 Click the **OK** button.

In the **All Participants List**, a check mark in the **Assigned** column indicates each role(s) assigned to participant(s).
Assigning a Third Party Approver

In addition to assigning a Third Party Approver when you first created the step (see “Configuring a Third Party Approval Step” on page 56), you can set a new Approver, clear all Approvers, or reset the default Approver from within the Participant Center. Furthermore, you can assign a new Approver, clear all Approvers, and so forth to more than one participant at a time through the Participant Center.

A Third Party Approver must be a participant in the process. For example, if your HR Rep is not a participant in the process, he/she cannot be assigned the Third Party Approver role.

To Assign a Third Party Approver

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Participant Center link.
3. Select the check box(es) next to the subject(s) that you want to assign a Third Party Approver to.
4. Click the Assign Approver button.
   The Assign Approver window displays.

5. In the Select the process step to assign an approver field, click a process.
6 In the **Action** area, do one of the following:

- Click the **Set a new Approver** radio button, and then click the **Select** button to select a new approver for the subjects you selected in step 3 above.
- Click the **Clear all Approvers** radio button to remove any assigned Approvers (including those set in the process step) for the subjects you selected in step 3 above.
- Click the **Reset to default Approver** radio button to reset the Approver to the default Approver that you may have chosen when you created the step for the process for the subjects you selected in step 3 above. Note that this radio button is unavailable if you did not assign an Approver when you created the Third Party Approval Step.

7 Click the **OK** button.

---

**Assigning Appraisal Forms**

All participants will be assigned the default appraisal form automatically. For more information on Default Appraisal Forms, see “**Setting a Default Appraisal Form**” on page 79. You can assign different appraisal forms to different participants, to better reflect their job title or level. If you assign a form other than the default, the manager and HR representative will not be able to change your selection.

The assigned form for each participant will be displayed in the Form column under the Assigned header in the All Participants page.

When *Halogen Job Description Builder* is licensed, and when there are one or more JD base forms in the forms list, a new option will be available to allow the admin to easily locate the JD base forms.

There are three ways to assign an appraisal form:

- “**To Assign a Specific Appraisal Form**” on page 252
- “**To Assign Appraisal Forms Based on a Job Description Base Form**” on page 254
- “**To Assign Appraisal Forms Based on a User Field**” on page 255

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**To Assign a Specific Appraisal Form**

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Participant Center** link

3 Select the **Name** check box of participant(s), and click the **Assign Form** button.
**Assigning Appraisal Forms**

**OR** From the Form column, click the Default or Form Title link.

The **Assign Appraisal Form to Participant(s)** pop-up opens.

![Assign Appraisal Form to Participant(s)](image)

4. Click the **Specific Form** radio button.

5. Enter search criteria in the **Search form codes or titles** field, and click the **Search** button.

   Any matching entries will display in the **Form Code - Form Title** list.

**OR** Click the **Reset** button.

   This will reset the defaults if you had entered search criteria.

6. Select a form from the **Form Code - Form Title** list.

7. Click the **Assign Form** button.

   **NOTE:** You can reset the form by clicking the **Reset to Default** button.

8. To assign a form to a subgroup, select the **Assign to subgroups** check box.

   Applicable when **Groups** is selected from the **All Participants** list.

9. Click the **OK** button.
Chapter 10: Participant Center

To Assign Appraisal Forms Based on a Job Description Base Form

1. Select the Name check box of participant(s), and click the Assign Form button.
   The Assign Appraisal Form to Participant(s) pop-up opens.

2. Click the Job Description Form radio button.
   Any Job Description base forms will display by default in the Form Code - Form Title list.

3. Enter search criteria in the Search form codes or titles field, and click the Search button.
   Entering search criteria helps to narrow down the results list with any matching entries in the Form Code - Form Title list.

OR  Click the Reset button.
   This will reset the defaults if you had entered search criteria.

4. Select a form from the Form Code - Form Title list.

5. Click the Assign Form button.
   NOTE: You can reset the form by clicking the Reset to Default button.

6. To assign a form to a subgroup, select the Assign to subgroups check box.
   Applicable when Groups is selected from the All Participants list.

7. Click the OK button.
To Assign Appraisal Forms Based on a User Field

1. Select the Name check box of participant(s), and click the Assign Form button.
   The Assign Appraisal Form to Participant(s) pop-up opens.

2. Click the Based on User Field radio button.
   Forms will be assigned to participants where the form code is equal to the value found in the specified user field.

3. Select a User Field from the Form Code drop-down list.

4. To assign a form to a subgroup, select the Assign to subgroups check box.
   Applicable when Groups is selected from the All Participants list.

5. Click the OK button.
   A form is automatically assigned to the selected participant in the All Participants page.

Removing Participants From Groups

From the Participant List, you may remove participants from their assigned groups. The participants will remain in the Participant List, under Not Grouped, or go to other groups to which they have been assigned.

To Remove Participants from a Group

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2 From the left navigator, click the Participant Center link.

3 To view all members of the group, click the group name located in the left column. The selected group name will appear in black text.

4 Select the participants to be removed from the group using the check boxes to the left of the participant names.
   To select all participants, click the check box in the header.

5 Click the Unassign From Group button.
   All of your selections are removed from that group.

Removing Selected Items from the Appraisal Process

You may remove individual participants or groups of participants from the Participant List. These participants will be removed from the appraisal process. Participant Lists are separate for each process.

To Remove a Participant or Group

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Participant Center link.

3 From the All Participants page, select the Participant(s) or Group(s) to be removed using the check boxes to the left of the names.
   Select the All Participants or All Groups check box if all groups or participants are being removed.

4 Click the Remove Selected Items button.
5 Click the **OK** button to confirm the removal.

# Searching for Participants

The Participant Center is the central location where you can manage participants that are in a process. In some organizations, the complete list of participants can become quite large. To assist you in searching for individuals, use the search options located at the top of the Participant Center page.

You can search for a participant by their name, the first letter of their name, and when applicable you can use filters to improve your search results. You can also filter participants based on forms that have been assigned to them. When *Halogen Job Description Builder* is licensed, you can also filter participants based on the lack of a form assigned to the participant since they don’t have a job description assigned or the base form template sections selected do not match the assigned job description sections.

## To Search for a Participant

1. Click the **eAppraisal** tab, and the **Process Details** link of your choice. The selected **Appraisal Process** page displays.

2. From the left navigator, click the **Participant Center** link. The **All Participants** page displays.

   **NOTE:** The following search methods can also be used with the **Managers**, **HR Representatives**, **Without Manager**, and **Without HR Rep** pages, accessible from the left navigator.

3. In the **Starts with** box, enter the first **letter(s)** of a participant’s last name then click the **Find** button.

   The more letters you enter the more precise the search results will be.

   **NOTE:** To reset the participant list, clear the **Starts with** box of letters and click the **Find** button.

4. In the **Quick Search** area, click on the **letter** that begins the participant’s last name. Every participant with the last name beginning with the selected letter will display.
5 In the **Participants** filter area, select **All**, **Active**, or **Inactive** from the drop-down list.

The **All** filter includes HR Rep, Manager/Evaluator, To Be Evaluated, and Inactive participants.

**NOTE:** Inactive participants are defined in the User Center, and can be employees whose status has changed after a process has started. For example, they could be on extended leave or are no longer with your organization.

6 In the **Forms** filter area, select **All**, **No form assigned**, or a **Form title** from the drop-down list.

- The **All** filter displays all participants in the Participant Center.
- The **No form assigned** filter displays participants who have not been assigned a form.
- Selecting a **Form title** displays participants that have been assigned the selected form.

When **Halogen Job Description Builder** is licensed, the following filter options are available:

- The **No form assigned - missing JD** filter displays participants who cannot be assigned the JD base form since they have not been assigned job descriptions.
- The **No form assigned - incompatible JD** filter displays participants where the JD base form template sections do not correctly match the employee's job description sections.

**OR** When **Project Evaluation Processes** exist, two additional filters are available.

- In the **Evaluation Status** filter area, select **All**, **Completed**, **Active**, or **Future** from the drop-down list. This can be used when searching within **Anniversary** and **Project** Processes.
- In the **Projects** filter area, select **All**, or available **Project** names from the drop-down list. When a Project is selected, only participants associated with that Project will display.

7 In the **Page Navigation** area, use the **Previous**, **Page number**, or **Next** links.

The **Page Navigator** links appear when there are more than 20 participants to display.
**Editing the Employee Process Status**

From the Participant Center, you may view and modify the status of the appraisal for each Employee/Participant.

The Employee Status presents:

- Employee name
- Direct manager/Evaluator name
- Employee's e-mail address
- Second level manager's name
- Third level approver's name
- Fourth level approver's name
- HR Representative' name
- Appraisal Form name
- Last Appraisal Completed Date
- Last Interim Review Date
- Employee Hire Date
- Functionality to Rollback Status of steps
- Option to Delete Appraisal Response Data
- Option to Delete Self-Appraisal Response Data

And Information about each step in the Appraisal Process including:

- Status - In progress or completed
- Completion date
- Person responsible for completing the step
- Profile % complete - present only when the “Employee Updates Profile” step is used

From the Participant Center you can perform the following tasks:

- “To Edit the Employee Process Status” on page 260
- “To Modify the Default Third and Fourth Level Manager” on page 261
- “To Rollback the Status of a Step” on page 261
- “To Mark a Step as Complete” on page 262
Chapter 10: Participant Center

To Edit the Employee Process Status

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2. From the left navigator, click the **Participant Center** link.

3. From the All Participant page, under the Appraisal area, in the Status column, click the **Status** link for the employee/participant you want to view.

   An Individual Appraisal Status window is displayed.

   ![Appraisal Status Window](image)

   **NOTE:** The 2nd - 4th Level Manager fields are not available in Project Processes.

   ![Appraisal Details](image)

   **NOTE:** When the “Talent Profile - Employee Updates Profile” step is included in a process, the **Profile % complete** column will be present.

4. When available, select from the **Adjust due dates based on** drop-down list.

   You can recalculate an employee’s process due date based on their user profile dates.

   **NOTE:** The drop-down list will only appear while accessing an Interim or Anniversary process with employee **Hire Date** and/or **Last Promotion Date** data available. Anniversary processes can also use last promotion and last appraisal dates to override the process due date.
To Modify the Default Third and Fourth Level Manager

1. Click the Change button next to the 3rd-Level or 4th Level Manager field to display the following.

   - In the Assign Approver window, select the 3rd-level or 4th level approver.
     - Use the Starts with feature to quickly locate the person's name if the list is extensive.
   
   2. Click the person's name from the list.
   
   3. Click the Set As Approver button.
   
   4. Click the OK button.

To Rollback the Status of a Step

1. Click the radio button next to the step to be rolled back in the Set to In Progress column in the Individual Appraisal Status window.
   - Not all steps will have a radio button, depending on the status and type of step.
   
   2. Select whether you would like to Delete Appraisal response data and/or Delete Self-Appraisal response data by checking the appropriate check box(es).
   
   3. Click the Rollback Status button.
      - You will then be asked to confirm the rollback.
4 Confirm by clicking the OK button.

The step will be rolled back enabling it to be completed again.

**NOTE:** When the “Talent Profile - Employee Updates Profile” step is included, data from the employee profile will not be deleted or cleared if the step is rolled back.

**To Mark a Step as Complete**

1 Identify the step to be marked as complete.

Not all steps can be marked as complete (or have the Complete button next to them), depending on the status and type of step.

2 Click the Complete button next to step you want to mark as complete (in the Mark Step As Completed column).

You will then be asked to confirm the mark as complete.

3 Confirm by clicking the OK button.

4 To mark all steps as completed, click the Complete All button in the lower right hand corner.

**About Status Notes**

In certain circumstances, notes will appear in the Person Responsible column. For example, if you created a conditional approval step and the employee’s overall score did not trigger the step, a note will appear next to the person’s name. Move the mouse pointer over the note icon to see a pop-up containing the note (see Figure 10-3 below).

![Figure 10-3 Status notes](image)

**Working with Orphan Participants**

The term “Orphan Participants” refers to those participants who are not assigned to a Manager or HR Representative.

The Manager assignment may be lost under the following circumstances:
• The Administrator explicitly unassigns the Manager.

• The Administrator deletes the Manager from the Participant List. For example, the Manager would be deleted if he/she leaves the company.

• The Administrator disables the Manager in the User Center.

• The Manager de-selects the Employee and does not assign the Employee to another Manager.

• The HR Representative is given the task of assigning Direct Reports to Managers, and fails to assign the Employee to a Manager.

The HR Representative assignment may be lost under the following circumstances:

• The Administrator explicitly unassigns the HR Representative.

• The Administrator deletes the HR Representative from the Participant List. For example, the HR Representative would be deleted if he/she leaves the company.

• The Administrator disables the HR Representative in the User Center.

• The HR Representative de-selects the Employee, and does not assign the Employee to another HR Representative.

If a Manager or HR Representative assignment has been lost, the steps that have already been completed will remain completed. The only exceptions to this are cases where Managers select their Direct Reports from a list of Employees, or HR Representatives specify the Direct Reports of each of their assigned Managers. In these cases, the step will appear in the Employee's status as “In Progress”.

The appraisal process for Orphan Participants may become stalled, because nobody has been assigned responsibility for completing their next appraisal step, and no subsequent steps can be initiated. Neither the Employee nor the Administrator are notified about the situation. As a result, it is essential that you regularly check the Without Manager and Without HR Rep lists in the Participant Center to identify Orphan Participants and make the necessary assignments.
Chapter 11

Notification Center

Chapter Scope

This section describes working with the Notification Center, including automatic and individual Reminders.

The section topics are as follows:

• “About the Notification Center” on page 266
• “Setting Up Automatic Reminders” on page 266
• “Sending Individual Reminders” on page 268
About the Notification Center

As part of the appraisal process, a Calendar is set up. This Calendar outlines all of the steps in the appraisal process, and their due dates.

Halogen eAppraisal allows you to send out Individual Reminders and Automatic Reminders for each step in the appraisal process. These reminders will go out to all participants who have tasks to complete as part of the step.

Automatic Reminders may be sent for the following conditions:

- **Not Started:** Participants will receive a message at the beginning of the appraisal process. This message will inform participants about the appraisal process, provide a link to their task page, and give them a password to use throughout the process.

- **Normal:** Participants will receive an e-mail message to inform them that they are to complete a task. This message will be sent the first day that the task may be completed, when the participant has plenty of time to complete the task. Reminder messages may be sent at set intervals.

- **Approaching Due Date:** Participants will receive a reminder message when the due date for a task is approaching.

- **Past Due:** Participants will receive a reminder message the day after the due date, if the task has not been completed.

Setting Up Automatic Reminders

You can set up Automatic Reminders to encourage users to complete their tasks in a timely manner.

From the Notification Center you can perform the following tasks:

- “To Set Up Automatic Reminders” on page 266
- “To Define Messages for the Four Conditions” on page 268

To Set Up Automatic Reminders

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
   - Ensure the **Email Signature** section has been completed. If not, go to the **Options - Notification Settings - Email Signature** section, fill in the necessary information, and then click **Save Changes**.
   - Notifications will not be sent if the e-mail signature in the **Options - Notification Settings - Email Signature** section page has not been completed.
   - The name and e-mail address you enter will indicate who the notifications come from.
2 From the left navigator, click the **Notification Center** link.

<table>
<thead>
<tr>
<th>Condition</th>
<th>Remind on: (Check to enable)</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Not Started</strong></td>
<td>□ Start date □ Then every ___ day(s).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participant has not entered the appraisal process yet. (An invitation message with a link to their task page and a reminder of their password is appropriate).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Normal</strong></td>
<td>□ First day with a task □ Then every ___ day(s).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participant is expected to complete one or several tasks and ample time is available.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Approaching Due Date</strong></td>
<td>□ ___ day(s) before due date □ Then every ___ day(s).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participant still has tasks to complete but is approaching the due date for some tasks.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Past Due</strong></td>
<td>□ First day after due date □ Then every ___ day(s). □ Send message to participants' managers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participant is late completing one or several tasks according to the process calendar.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3 In the **Automatic Reminders** section, for the **Not Started** Condition, select the **Start Date** check box to send an invitation e-mail to the participant.

If you wish to send reminders at set intervals, select the **Then Every ___ Day(s)** check box, and then value in the box.

4 The **Normal** Condition sends a message on the first day that a task is available, so ensure the **First Day with a Task** check box is selected.

If you wish to send reminders at set intervals, select the **Then Every ___ Day(s)** check box, and then type a value in the text box.

5 The **Approaching Due Date** Condition sends a message when the due date is approaching, so ensure the **___ Day(s) Before Due Date** check box is selected.

If you wish to send reminders at set intervals, select the **Then Every ___ Day(s)** check box, and then enter a value in the text box.

6 The **Past Due** Condition sends a message after the due date has passed, so ensure the **First Day After Due Date** check box is selected.

If you wish to send reminders at set intervals, select the **Then Every ___ Day(s)** check box, and then type a value in the text box.

If you also wish to inform the participant's manager of the past due notice, select the **Send message to participants' managers** check box.
To Define Messages for the Four Conditions

1. Click the **Define Message** link for the condition you want.

### Notification Message - Not Started

<table>
<thead>
<tr>
<th>Subject:</th>
<th>Invitation to Appraisal Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Message:</td>
<td>Dear {First Name} {Last Name},</td>
</tr>
<tr>
<td></td>
<td>The Employee Performance process has started. All appraisals are to be completed by {End Date}. Please go to the following web page and follow the instructions: {URL}.</td>
</tr>
<tr>
<td></td>
<td>Use the following userid and password to gain access:</td>
</tr>
<tr>
<td></td>
<td>userid: {User ID}; password: {Password};</td>
</tr>
</tbody>
</table>

**Append Tag:**

- {First Name}

**Buttons:**

- OK
- Cancel

A default e-mail **Subject** line and **Message** text appear in the text fields. You may edit these fields to include any information you wish.

2. To include tags for employee or process specific fields, select the field from the **Append Tag** drop-down list, and then click the **Append Tag** button.

The tag is always placed at the bottom of the **Message** field, but you can copy it and paste it where you need it to appear.

The same scenario can be used to **Define Manager's Message**.

3. Click the **OK** button to save the changes.

If you wish to send the reminder right away, click the **Send Now** button for the required Condition.

4. Click **Save Changes**.

The messages will be sent out to the appropriate participants, at the specified times.

**NOTE:** No automated notifications will be sent before the **Start Date** or after the **End Date**.

### Sending Individual Reminders

You have the ability to send a notification message to selected person(s). You can create a custom message and select to whom you will distribute the message to.

Sending individual reminders requires you to perform the following tasks:

- “**To Prepare an Individual Reminder**” on page 269
- “**To Define the Message**” on page 269
To Prepare an Individual Reminder

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal. Ensure the **Email Signature** section has been completed. If not, go to the Options - Notification Settings - Email Signature section, fill in the necessary information, and then click **Save Changes**. The name and e-mail address you enter indicate who the notifications appear to come from.

2 From the left navigator, click the **Notification Center** link.

3 In the **Individual Reminders** section, click the **Define and Send Message** link.

To Define the Message

1 Type the required information in the **Subject** field.

2 In the Message text box, you can also include tags. These tags are replaced by the appropriate information when the message is sent.
To Define Recipient(s) for the Notification

1. In the **Notification Message** window, select the To: link to display the following.

   **Select Recipients**

   ![Select Recipients Window](image)

   - **Search:**
     - **Starts with:**
   - **Search Results:**
     - **Search Results:**
     - **Recipients:**

   - **To:**
     - **Remove**
   - **OK**
   - **Cancel**

2. From the pop-up window, select all of the required recipients.
   You can use the **Search** and **Starts with** options to help your selection if the list is extensive.

3. Click the **To:** button to add each selected participant.

4. Click the **Remove** button to remove recipients from the list.

5. Click the **OK** button to send an e-mail to the recipient list automatically.
Chapter 12

Report Center

Chapter Scope

This section describes working with the Report Center.

The section topics are as follows:

- “Viewing the Detailed Status Report” on page 272
- “About Group Scores Reports” on page 276
- “Viewing a Group Scores Report” on page 276
- “Viewing a Competency Rating Report” on page 279
- “Viewing On Time Reports” on page 281
- “Viewing a Development Plan Report” on page 282
- “Viewing a Goals Report” on page 283
- “Exporting Response Data” on page 284
- “About Exporting Reports to a Spreadsheet Program” on page 288
Viewing the Detailed Status Report

The Detailed Status Report displays every detail about a current Appraisal Process. This enables the Administrator to track the progress and who is responsible for each step in an eAppraisal Process. The Status Report for an Appraisal Process presents the following information for a Scheduled process:

- A Process name
- The Status On date
- A Extended Report button
- An Update Now button
- A General Status of the process that has been completed
- Total number of appraisals to complete
- Number and percentage of appraisals that have been completed
- Number and percentage of appraisals that are incomplete
- Number of non-managers, managers, and HR representatives involved in the Appraisal Process
- List of the steps in the Appraisal Process
- Due dates for each step
- Number and percentage of appraisals that have been completed for the step
- A Report option to view the completed steps, including an option to export the report to Excel
- Number and percentage of appraisals that are currently at the step
- A Report option to view the incomplete steps, including an option to export the report to Excel
- The ability to notify those participants in an incomplete step via e-mail
NOTE: Steps that are past the due date are indicated in red.

To View or Update the Status Report for an Appraisal Process

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Report Center link.
   A Detailed Status page is displayed.
3. If you are viewing the Status Report while a process is ongoing, click the Update Now button to get the latest update.
4. To view a report listing a completed step and the people involved, click the Report icon for that step in the Completed this step column. A report, similar to below, appears.

![Appraisal Step Status](image)

**NOTE:** When the "Talent Profile - Employee Updates Profile" step is included in the process, Profile % complete displays as the last column of the Status Report.

5. If you want to export this report to Excel, click the Export button, and then click the Open or Save button in the File Download window.

6. Click the Close button to return to the Detailed Status screen.

7. To view an incomplete step and the people involved, click the Report icon for that step in the Appraisal Currently in this Step column.

8. If you want to export this report to Excel, click the Export button. For more information on exporting reports, see “About Exporting Reports to a Spreadsheet Program” on page 288.

9. Click the Close button to return to the Detailed Status screen.

10. If you want to send a Notification to those people responsible for completing the step, click the Yellow Envelope icon in the Notify column beside the incomplete step. An e-mail will be sent automatically to the person responsible.

11. When you are done, click Return to Appraisal Center.

**Viewing an Extended Detailed Status Report**

The Extended Detailed Status Report allows you to view a complete listing of participants who are in a particular step in an Appraisal process. This report also shows their manager and 2nd level manager. Like the Detailed Status Report, you can also use the Group Selector to view the detailed status of a specific subject using their Job Title, Department, and so forth.

In the case of Project Processes you can view a complete listing of members who are in a particular step in the Project process. Projects do not require 2nd level managers, but Evaluators are shown in the report.
To View an Extended Detailed Status Report

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2. From the left navigator, click the **Report Center** link.
   
   A Detailed Status page is displayed.

3. Click the **Extended Report** button.
   
   The Extended Detailed Status page is displayed.

4. Do any of the following:

   - To display results for only a certain group, click the **User Field** radio button, select an option in the drop-down list, click the **Select** button, select an option in the drop-down list, click the **OK** button, and then click the **Update Now** button.
   
   - If you are viewing a **Project Process** report, an additional filter is present. Select from the **Filter by project** drop-down list and then click the **Update Now** button.

   - To expand an individual step in the Appraisal process to view more details, such as the number of subjects in a particular step and each subject’s manager and 2nd level manager, click the expand icon next to the step.

   - To expand all of the steps in the Appraisal process to view more details, such as the number of subjects in a particular step and each subject’s manager and 2nd level manager, click the **Expand All** button.

   - To print the report as it appears on your screen, click the **Print** button.

   - To export the report to Excel, click the **Export** button. For more information on exporting reports, see “About Exporting Reports to a Spreadsheet Program” on page 288.
5 Click the Close button to return to the Detailed Status page.

Tip: By default, Internet Explorer will not print cell shading. To turn on cell shading, in Internet Explorer, click Tools, then Internet Options, then click the Advanced tab, and then, under Printing, select the Print background colors and images check box.

About Group Scores Reports

Group Scores Reports allow you to compare a subject’s score against an overall average for a group, and you can compare a subject’s score against a target score. For more information, see any of the following:

• “Viewing a Group Scores Report” on page 276
• “Generating a Target and Gap Group Scores Report” on page 278

Viewing a Group Scores Report

The Group Scores report allows you to compare each subject's score against the overall average for the group.

To run the Group Scores report, you must have turned on Scoring in the Form Properties. Each point on the rating scale is assigned a score, with the most favorable rating receiving the highest score. For example, if subjects are rated as “Excellent”, “Very Good”, “Good”, “Fair” or “Poor”, a score of 5 would be assigned to an “Excellent” rating, while a score of 1 would be assigned to a “Poor” rating. The Group Scores report presents the main score for each subject, as well as the main score for the group.

To View a Group Scores Report

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Report Center link.

3 From the left navigator, click the Group Scores link.
4 Click the link for the group you want to view.
The Group Scores report appears.
Chapter 12: Report Center

5 (Optional) Use any of the drop-down lists to refine your report, and then click the Update Report button.

NOTE: If you are working with a Project process, a Filter by project drop-down list will also be available.

Tip: To View an Individual Scores Report, click the name of the individual. An Individual Scores page is displayed.

6 (Optional) To export the report to Excel, click the Export button. For more information on exporting reports, see “About Exporting Reports to a Spreadsheet Program” on page 288.

Generating a Target and Gap Group Scores Report

A Target and Gap Group Scores report allows you to compare each subject's score against a target score, and it also displays the gap between the target score and the actual score. You can define target values for the Overall Score, Competency, and Past Goals sections. In addition, you can set targets for individual Competencies. For example, suppose your company is focused on improving customer service. You could set a target value of “4.5” for your “Customer Service” competency, and then you could set a lower target value for
other competencies that might not be as important to your business, such as “4.0” for a “Communication” competency. Therefore, you could generate a Target and Gap Group Scores Report to see which employees exceed or fall below the target score, and you can also view the gap between the employee’s target and actual score.

To run a Group Scores report, Scoring must have been enabled when the Form Properties were defined. Each point on the rating scale is assigned a score, with the most favorable rating receiving the highest score. For example, if subjects are rated as “Excellent”, “Very Good”, “Good”, “Fair” or “Poor”, a score of 5 would be assigned to an “Excellent” rating, while a score of 1 would be assigned to a “Poor” rating. The Group Scores report presents the main score for each subject, as well as the main score for the group.

In addition, you can set a target score between 0 and the maximum score for the Form. For more information, see step 16 in “Creating a Form” on page 64.

To generate a target and gap score at the section level, you must set a target score for that section (for Past Goals, see “Configuring Past Goals” on page 121, and for Competencies, see “Setting Up the Competencies Section” on page 151).

To generate a target and gap score for individual Competencies, you must set a target score for each Competency. For more information, see “Developing a List of Competencies” on page 181.

Note that the target score will not appear on the Appraisal Form, and you can change the target score at any time as long as you enabled scoring when you first created the Form.

### Viewing a Competency Rating Report

This report gives you the ability to see the percentage of employees who have received a specific rating on a Competency. Note that the data displayed for each Competency refers to rating data and not scoring data. That is, the data corresponds to the radio button that the user clicks rather than the score associated with that radio button.

### To View a Competency Rating Report

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Report Center link.
3 From the left navigator, click the Competency Rating link.

4 If your data contains different rating scales for individual Competencies, click the scale you want to view in the point scale drop-down list.
   If all of your Competencies use the same point scale, skip to step 5.

5 In the Available Competencies field, click the Competencies you want to display, and then click the Add button.

6 If you want to apply a User Field filter, click a User Field in the User Field drop-down list, then click the Select button, then click a value in the drop-down list, and then click the OK button.
   For example, if you want to filter the report to show only results for Software Developers, select Job Title and then Software Developer from the drop-down list.

7 If you are viewing data from a Project Process, an additional filter is present.
   • To filter by Project, select from the Filter by project drop-down list.
8 Click the **Update Report** button.

The report appears showing the results of the Competencies you selected in Step 5. The **On Time** column indicates the percentage of people who have completed the steps on time.

![On Time Report Image]

9 (Optional) To export the report to Excel, click the **Export** button. For more information on exporting reports, see “About Exporting Reports to a Spreadsheet Program” on page 288.

**Viewing On Time Reports**

On Time reports allow you to view an in progress appraisal to see which steps have been completed on time and which steps have not.

This report gives you the ability to view the **Overall Status** of a process or just by **Group**, **User Field** or by **Project** when they present. These options provide statistics about the number and percentage of on time versus late participants for each step of the appraisal process.

There is also the option to view the **Status by Appraisal Step** of **Completed Appraisals** or by **Completed and Past Due Appraisals**.

**To View an On Time Report**

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2. From the left navigator, click the **Report Center** link.
3 From the left navigator, click the **On Time Reports** link.

### On Time Reports

<table>
<thead>
<tr>
<th>Process:</th>
<th>2001 eAppraisal Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status On:</td>
<td>07-14-2005 (mm-dd-yyyy)</td>
</tr>
</tbody>
</table>

**Overall Status**

<table>
<thead>
<tr>
<th>General Status:</th>
<th>50% complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Appraisals to Complete:</td>
<td>2</td>
</tr>
<tr>
<td>Total Completed:</td>
<td>1 (50%)</td>
</tr>
<tr>
<td>Incomplete:</td>
<td>1 (50%)</td>
</tr>
</tbody>
</table>

**Status by Appraisal Step**

<table>
<thead>
<tr>
<th>Appraisal Step</th>
<th>Total</th>
<th>Completed On Time</th>
<th>Not Completed On Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>Number</td>
<td>%</td>
<td>Number</td>
</tr>
<tr>
<td>HR Rep Assigns Appraisal Forms</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Employee Writes Self Appraisal</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Manager Writes Appraisals</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Manager Meets with Employee</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Employee Adds Final Comments</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Manager Adds Final Comments</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Employee Sign-Off</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Manager Sign-Off</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Second Level Manager Sign-Off</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

4 In the **Overall Status** area, click the **Show: All** radio button.

**OR** Click the **Group** radio button, then click a **Group** in the drop-down list.

**OR** Click the **User Field** radio button, select a **User Field** from the drop-down list, then click the **Select** button, make a selection, and then click the **OK** button.

**NOTE:** If you are viewing data from a **Project Process**, an additional filter is present.

* To filter by Project, select from the **Filter by project** drop-down list.

5 When filter selections have been made, click the **Update Now** button.

6 In the **Status by Appraisal Step** area, click the **Completed Appraisals** or the **Completed and Past Due Appraisals** radio button.

This will determine what Appraisal Steps are shown.

7 (Optional) To export the report to Excel, click the **Export** button. For more information on exporting reports, see “About Exporting Reports to a Spreadsheet Program” on page 288.

### Viewing a Development Plan Report

The **Development Plan Report** can be sorted and viewed by **Title** or **Individual**. You also have a variety of Report filtering options.

**To View a Development Plan Report**

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
Viewing a Goals Report

The Goals Report provides you with the status of the Goals in the selected process. You are also provided with a variety of display and filter options for viewing a Goals Report.

To View a Goals Report

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click Report Center.
3 From the left navigator, click Goals. The Goals Report window appears.

4 In the Corporate Goals area, select a Goal check box to view results for that Goal. If present, click the plus sign to expand the view of Goals and Sub Goals.

5 (Optional) To configure the display options, do any of the following:
   • Select any of the check boxes you want in the Display Options area, and then click the View Report button.
   • Select an option from any of the Filters drop-down lists, and then click the View Report button.
   • If you are viewing a Project Process report, an additional filter is present. Select from the Project Filter drop-down list and then click the View Report button.
   • Select the Show only unapproved goals check box, and then click the Update Report button.

   The Goals Report appears at the bottom of the window.

6 (Optional) To export the report to Excel, click the Export button. For more information on exporting reports, see “About Exporting Reports to a Spreadsheet Program” on page 288.

   Tip: Click the black triangle in both the Goals and Display Options title bars to expand or collapse the display areas.

Exporting Response Data

This section shows you how to generate and export Form Section Response data and/or Subject Information.

The Export feature provides a way for you to export Form Section Response data from eAppraisal tables into a tab-delimited text file format. The text file is populated with sections chosen from a form in the Data for Export list as well as specific information from the User Center and/or eAppraisal Process Data. You can also filter the information by Group, User Field or Project when they are present.
You can also export **Subject Information** only. The Form Section Response data can be bypassed if it is not required. You can filter the information by **Group** or **User Field** in this section as well.

**To Generate a Form Section Response Report**

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Report Center** link.
3. From the left navigator, click the **Export Responses** link.
4. In the **Type of Export** area, click the **Form Section Response Export** export radio button.
5. In the **Select From** field, click a Form from the list.
6. Click the **Populate Sections** button.
   - All sections assigned to the chosen form appear in the **Select Sections** field.
   - **Tip:** You can hold down the CTRL key to choose more than one section, or drag to select all the sections in the **Select Sections** field.
   - **Note:** If you choose more than one form for export, only sections with the same name are available for selection. The export will contain unexpected results if the section(s) you select are of different type or structure across forms, or if the forms do not use the same scoring models.
7. In the **Employee Identification Field** area, choose which section(s) of the form you want to export from both the **Subject User Center Data** and **Appraisal Process Data** fields. Click the **Add** button for each to move them to the **Selected Export Data** field.
   - To select more than one section, hold down the CTRL key while using your mouse to select the required sections.
   - To choose all sections, select the first section in the list, hold down the SHIFT key, and then click the last section in the list.
8. **(Optional)** Use the **Move Up** or **Move Down** buttons if you want to re-organize the export data list.
9 In the **Export Filter** area, select the filter you would like applied to the exported data. The choices are as follows:

- **None**: No filter. All data from the selected sections of the form is exported.
- **Group**: Only response data for subjects found in the selected **Group** is exported.
- **User Field**: Only response data for subjects having the selected **User Field** matching the selected value is exported. After selecting the **User Field**, click the **Select** button to chose the value to match to.

10 You can select a specific step in the process from the **Completed Step** drop-down list.

The **All Steps** filter is selected by default. This will only export data if all steps are completed.

- To export all data regardless of completed step status, select **None** from the drop-down list.

11 (Optional) If you are exporting **Project Process** data, an additional filter is present.

- Select from the **Filter by project** drop-down list.

12 Choose a section type from the **Select Sections** area, and then click the **Generate Export** button located at the top left corner of the page, under the **Export** area.

13 Click the **OK** button in the confirmation window.

**Tip**: Click the **Cancel Export** button if you want to cancel exporting the responses.

14 Click the **OK** button once the export has completed.

When the export has finished, an Export Results file is generated under the **Export File** area at the bottom of the page.

15 Right-click the report icon, then click **Save Target As**, then choose the directory where you want to save the file, and then click the **Save** button.

**Tip**: The exported file is a tab delimited text file. If you want to save the file in another format, such as comma delimited, open the file in a spreadsheet program and save it accordingly.
To Generate a Subject Information Export Report

1. Click the **Subject Information Export** radio button. An Export page is displayed.

2. Under the Data for Export area, choose which section(s) you want to move from the **Subject User Center Data** and **Appraisal Process Data** fields. Click the **Add** button for each to move them to the **Selected Export Data** field.

   To select more than one section, hold down the CTRL key while using your mouse to select the required sections.

   **NOTE:** You will notice a (UC) code beside “Username” in the **Selected Export Data** field. This means the information originates from the **User Center**. Items without the (UC) indicate the information originates from the form within the process itself.

3. In the **Export Filter** area, select the filter you would like applied to the exported data. The choices are:
   - **None**: No filter. All data from the selected sections of the form is exported.
   - **Group**: Only response data for subjects found in the selected Group is exported.
   - **User Field**: Only response data for subjects having the selected User Field matching the selected value is exported. After selecting the user field, click the **Select** button to choose the value to match to.

4. You can select a specific step in the process from the **Completed Step** drop-down list.

   The **All Steps** filter is selected by default. This will only export data if all steps are completed.
   - To export all data regardless of completed step status, select **None** from the drop-down list.

5. (Optional) If you are exporting **Project Process** data, an additional filter is present.

   - Select from the **Filter by project** drop-down list.

6. Click the **Generate Export** button located at the top left corner of the page, under the **Export** area.
7 Click the OK button in the confirmation window.
   **Tip:** Click the Cancel Export button if you want to cancel exporting the responses.
   When the export has finished, an Export Results file is generated under the Export File area at the bottom of the page.

8 Under the Export File area, right-click the report icon, then click Save Target As, then choose the directory where you want to save the file, and then click the Save button.
   **Tip:** The exported file is a tab delimited text file. If you want to save the file in another format, such as comma delimited, open the file in a spreadsheet program and save it accordingly.

### About Exporting Reports to a Spreadsheet Program

You can export several eAppraisal reports to a spreadsheet program, such as Microsoft Excel. When you export your reports, the first worksheet displayed in your workbook contains the cover page information, and subsequent worksheets contain the report data. The cover page contains information such as the report title, the date it was generated, and so forth. Text formatting such as bold and underlines are exported but images are not.

When you open the file, notice that the first worksheet displays a title page for the report.

![Figure 12-2 Example report viewed in Excel](image)

Click any of the other worksheets at the bottom of the screen to view the report data.
Chapter 13
Dashboard

Chapter Scope

This section describes working with the Dashboard.

The section topics are as follows:

• "About the Dashboard" on page 290
• "Viewing Process Status Graphs" on page 291
• "Viewing Score Distribution Graphs" on page 292
• "Viewing Competency Score Graphs" on page 293
• "Viewing Goal Status Graphs" on page 295
**About the Dashboard**

The Dashboard feature is available to Administrators, HR Administrators, and Managers. It provides a graphical means of viewing your data, complete with filtering capabilities, and can be used to compare data to capture trends. From most graphs/charts you can also access associated textual reports.

The Dashboard is comprised of the following five display areas:

- **Display Options** – used to modify the Dashboard settings and filters
- **Process Status** – used to view Completed, Specific and In Step process items
- **Score Distribution** – used to view the distribution of scores
- **Competency Scores** – used to view the top/bottom rated competencies
- **Goal Status** – used to view Goal Status and Setting/Distribution

**To Set Up the Dashboard Display Options**

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Dashboard link.
3. Click the black triangle, in the Display Options title bar to expand or collapse the display area.
   When expanded, you can modify the Dashboard settings.
   The currently selected process is displayed in the View process text box.
4. If required, select a second Process from the Compare process drop-down list.
   When comparing processes, the Group filter option is unavailable.
5. If Project Processes exist, two additional filters are presented.
   - Click the View project radio button and select a Project from the drop-down list. This will provide Project specific information.
   - If required, select from the Compare project drop-down list. This will compare Projects within the same Process.
6 Select or clear the Filter on check box.
   NOTE: You can select either the Group or the User field radio buttons below.

7 Click the Group radio button, then click a Group from the drop-down list.
The drop-down list will be empty if there are no Groups in the process.

8 Or click the User field radio button, then click a User field from the drop-down list.

9 Click the Select button, and then select a User field value from the drop-down list, and then
   click the OK button.

10 Click the Update Dashboard button to save your settings and update the graphs.

Viewing Process Status Graphs

From the Dashboard you can view Process Status data in both pie chart and bar graph formats.

Use the Display Options area to modify the Dashboard settings and filter data. For more information, see “To Set Up the Dashboard Display Options” on page 290.

To View Process Status Graphs

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Dashboard link.
3 Select a Step radio button, in the Process Status area.
   • Completed Steps – displays data for all steps completed
   • In Step – displays data for steps that currently have participants and are in progress
   • Specific Step – displays data for the selected step
   NOTE: If you select the Specific Step radio button, you can then select a Step from the View drop-down list.

4 Click the Pie or Bar icon, to view data in either format.
   The Legend displays to the right of the graph.

5 To view the graph/chart in full screen mode, click the plus sign in the Process Status area.
   To return to the Dashboard, click the minus sign in the Process Status area.
   NOTE: When the amount of data is too large, the legend indicates there are more items to display, maximizing the view will accommodate more data.

6 Click on a portion of the Pie or Bar graph and the associated Text Report displays.
   To return to the previous page, click the Close button.
   For more information on Status Reports, see “Viewing the Detailed Status Report” on page 272.

7 To print the graph/chart, click the Print icon in the Process Status title bar.
   • Click the Print link and proceed to print in your usual manner.
   • Click the X button to return to the Dashboard page.

### Viewing Score Distribution Graphs

From the Dashboard, you can view Score Distribution data in both bar and line chart formats.

Use the Display Options area to modify the Dashboard settings and filter data. For more information, see “To Set Up the Dashboard Display Options” on page 290.

### To View Score Distribution Graphs

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2 From the left navigator, click the Dashboard link.

Score Distribution

View: FY2005 Year End Final Appraisal - Assoc.

Viewing Competency Score Graphs

3 Click a Form in the View drop-down list.

You can select from All Forms, Form Code/Title, and when comparing processes All Common Forms.

NOTE: To compare data from two processes, ensure that the Form Code and Title are the same. Administrators can edit Form Code and Title from the Form Properties page. For more information, see “Creating a Form” on page 64.

4 Click the Line or Bar icon, to view data in the chosen format.

The Legend displays below the graph.

5 To view the graph/chart in full screen mode, click the plus sign in the Score Distribution area.

To return to the Dashboard, click the minus sign in the Score Distribution title bar.

6 Click the Score Report link and the associated Text Report appears.

Click the Close button to return to the previous page.

For more information on Group Score Reports, see “Viewing a Group Scores Report” on page 276.

7 To print the graph/chart, click the Print icon in the Score Distribution area.

Click the Print link and proceed to print in your usual manner.

Click the X button to return to the Dashboard page.

Viewing Competency Score Graphs

From the Dashboard you can view Competency Score data in a bar graph format.

Use the Display Options area to modify the Dashboard settings and filter data. For more information, see “To Set Up the Dashboard Display Options” on page 290.
To View Competency Score Graphs

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Dashboard** link.

![Competency Scores](image)

3. Click a Form from the top **View** drop-down list.
   
   **NOTE:** When comparing processes, all **Forms** and **Forms** common to both processes are displayed in the drop-down list.

4. Select a **View Segment** from the bottom **View** drop-down list.
   You can select **Top**, **Bottom**, or **All views**.

5. Select a **Threshold** from the **View** drop-down list.
   This determines the number of bars to display.

6. To view the graph/chart in full screen mode, click the plus sign in the **Competency Score** area.
   To return to the Dashboard, click the minus sign in the **Competency Score** area.
   **NOTE:** When the amount of data is too large, the legend indicates there are more items to display.
   Maximizing the view will accommodate more data.

7. Click the **Score Report** link and the associated **Text Report** displays.
   Click the **Close** button to return to the previous page.
   For more information on Group Score Reports, see "**Viewing a Group Scores Report**" on page 276.

8. To print the graph/chart, click the **Print** icon in the **Competency Scores** area.
   Click the **Print** link and proceed to print in your usual manner.
   Click the X button to return to the **Dashboard** page.
Viewing Goal Status Graphs

From the Dashboard, you can view Goal Status data in both pie chart and bar graph formats.

Use the Display Options area to modify the Dashboard settings and filter data. For more information, see “To Set Up the Dashboard Display Options” on page 290.

To View Goal Status Graphs

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Dashboard link.
3. Click the Pie or Bar icon to view data in the chosen format. The Legend displays below the graph.
4. To view the graph/chart in full screen mode, click the plus sign in the Goal Status area. To return to the Dashboard, click the minus sign in the Goal Status area.
   NOTE: When the amount of data is too large, the legend indicates there are more items to display. Maximizing the view will accommodate more data.
5. Click a portion of the graph and the associated Sub-Goals display in a graph view.
   When applicable, continue selecting portions of the graph to move down the hierarchy of associated Sub-Goals.
   Click the < (Back arrow) button to return to the previous graph view.
6. Click the Goal Report link to view the Goals Report page.
   Click the Dashboard link in the left navigator to return to the Dashboard view.
   For more information on Goals Reports, see “Viewing a Goals Report” on page 283.
7 To print the graph/chart, click the **Print** icon in the Goal Status title bar. Click the **Print** link and proceed to print in your usual manner. Click the X button to return to the **Dashboard** page.
Chapter 14
Multirater

Chapter Scope

This section describes working with the optional Multirater module. The section topics are as follows:

- “About the Multirater Module” on page 298
- “Getting Started with a Multirater Process” on page 298
- “Setting Up a Multirater Process” on page 301
- “Working with Multirater Participants” on page 316
- “Deleting Completed Multirater Responses” on page 326
- “Rolling Back Individual Multirater Responses” on page 327
- “Importing Multirater Evaluators” on page 328
Chapter 14: Multirater

About the Multirater Module

The optional Multirater module allows you to get Appraisal feedback from multiple sources quickly. For example, if an employee has several managers, you could use Multirater to allow each manager to provide feedback on the employee’s performance. In addition, you can use Multirater to gather feedback from peers, direct reports, or other supervisors to comprehensively evaluate an employee’s performance.

Specifically, the Multirater module allows you to:

• capture valuable feedback from multiple sources quickly and easily at any time during an appraisal.

• choose the assessment questions and the respondents with point and click simplicity

• capture both numeric and comment-based ratings

• view real-time reports including graphical comparisons of individual and group scores as well as anecdotal summaries

• monitor the status of all assessments underway and add new respondents at any time

• send automatic notifications and reminders to respondents

• view the Multirater feedback results and the employee appraisal form simultaneously

For more information on the Multirater module, please contact sales@halogensoftware.com.

Existing eAppraisal customers: Please contact CustomerService@halogensoftware.com for information on purchasing this module.

Getting Started with a Multirater Process

A Multirater process can be manager-driven or administrator-driven. The manager or administrator responsible for the Multirater process must launch the process, choose evaluators, and so forth. For information on setting up each of these types of Multirater processes, see any of the following:

• “Setting Up a Manager-driven Multirater Process” on page 298

• “Setting Up an Administrator-driven Multirater process” on page 299

Setting Up a Manager-driven Multirater Process

Use the following steps to help you create a new manager-driven Multirater process. In this type of Multirater process, the manager launches the process when performing an employee’s appraisal.
Step 1
Create a new Appraisal process. For more information, see “Creating an Appraisal Process” on page 9. In most situations, you will probably want to create a new scheduled process.

Step 2
Configure the general properties for this new process. For more information on setting the general properties for the process, see “Appraisal Process” on page 19.

Step 3
Configure the Multirater launch options. On the Multirater Options page, click the Manager radio button. For more information on configuring the Multirater launch options, see “Configuring Multirater Launch Options” on page 303.

Step 4
Add the appropriate steps to your process. For the manager-driven Multirater process, you must include the “Evaluators Complete Multirater Assessments” step. In addition, you must include the “Manager Writes Appraisals” step.
For more information on adding steps to your process, see “Adding a New Step to an Appraisal Process” on page 42.

Step 5
Configure the remaining Multirater options on the Multirater Options page as required. For example, you can edit notification settings, report options, and so forth. For more information, see “Configuring Multirater Options” on page 302.

Step 6
Create a form to evaluate the Multirater participants. For more information on creating a form, see “Creating a Form” on page 64. You can also copy a form from an existing process. For more information, see “Copying an Appraisal Form” on page 70.

Step 7
Open the process. For more information, see “Opening an Appraisal Process” on page 14.

Setting Up an Administrator-driven Multirater process

Use the following steps to help you create a new administrator-driven Multirater process. In this type of Multirater process, the administrator launches the process, selects the evaluators, and so forth.
Chapter 14: Multirater

Step 1
Create a new Appraisal process. For more information, see “Creating an Appraisal Process” on page 9. In most situations, you will probably want to create a new scheduled process.

Step 2
Configure the general properties for this new process. For more information on setting the general properties for the process, see “Appraisal Process” on page 19.

Step 3
Configure the Multirater launch options. On the Multirater Options page, click the Administrator radio button. For more information on configuring the Multirater launch options, see “Configuring Multirater Launch Options” on page 303.

Step 4
Add the appropriate steps to your process. For an administrator-launched Multirater process, you must include the “Evaluators Complete Multirater Assessments” step. However, you should also include a “Manager Writes Appraisals” step, or any comments step, or any sign-off step that has comments turned on. Adding these steps will allow you to review the Multirater results.
For more information on adding steps to your process, see “Adding a New Step to an Appraisal Process” on page 42.
Note that this type of Multirater process also allows you to configure step completion criteria. This allows the administrator more flexibility in controlling the Multirater process. For more information on this feature, see “Configuring Multirater Step Completion Criteria” on page 307.

Step 5
Configure the remaining Multirater options on the Multirater Options page as required. For example, you can edit notification settings, report options, and so forth. For more information, see “Configuring Multirater Options” on page 302.

Step 6
Create a form to evaluate the Multirater participants. For more information on creating a form, see “Creating a Form” on page 64. You can also copy a form from an existing process. For more information, see “Copying an Appraisal Form” on page 70.

Step 7
Add participants to the Multirater process. You can add participants from either the User Center or the Participant Center, and/or you can import participants from a text file. For more information, see “Working with Multirater Participants” on page 316.

Step 8
Open the process. For more information, see “Opening an Appraisal Process” on page 14.
Setting Up a Multirater Process

The first thing you must do when you create your Multirater process is add a Multirater step to your process. Then you must configure the Multirater process options. Finally, you can configure how your competencies will be rated for your Multirater process. For more information, see any of the following tasks:

- “Adding a Multirater Appraisal Step” on page 301
- “Configuring Multirater Options” on page 302
- “Configuring Competency Multirater Questions” on page 314

Adding a Multirater Appraisal Step

You must add a Multirater step to your process in order to use Multirater. You can add a Multirater step to a process just like any other step. The step is an Evaluation step and it is called “Evaluators Complete Multirater Assessments.”

At a minimum, your process must also include any of the sign-off steps where comments are used, or it must also have the “Manager Writes Employee Appraisals” step. For more information on adding one of these steps, see “Adding a New Step to an Appraisal Process” on page 42.

To Add a Multirater Step

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Steps link.
   The list of steps in your process is displayed.
3. Click the Add New Step button.
   The Add Step window displays showing the available Setup steps.
4 In the **View Category** drop-down list, click **Evaluations**.

The **Add Step** window displays showing the available Evaluations steps.

5 Select the **Evaluators Complete Multirater Assessments** check box.

6 Click the **Add Selected Steps** button.

The step is added to the process and it appears on the **Appraisal Steps** screen.

You can now customize this step like you can with any other step in your process. For more information, see “Defining a Step in the Appraisal Process” on page 43, “Setting a Due Date For a Step” on page 44, and, if the Multirater process is managed by the administrator, “Defining Prerequisites for a Step” on page 46.

**Configuring Multirater Options**

There are several areas you can work with for the appraisal process Multirater options:

- “Configuring Multirater Launch Options” on page 303
- “Configuring Multirater Evaluators” on page 303
- “Working with Multirater Relationships” on page 304
- “About Defining a Self Relationship in a Multirater Process” on page 306
- “Configuring Multirater Step Completion Criteria” on page 307
- “Configuring Notification Messages Sent to Multirater Participants” on page 308
- “Configuring Competency Score Options for the Manager Appraisal Form” on page 309
- “Configuring Multirater Report Options” on page 310
- “Configuring Multirater Appearance Options” on page 312
- “Advanced Multirater Options” on page 313
**Configuring Multirater Launch Options**

By default, when you set up a Multirater process, the Manager is tasked with launching the Multirater process.

When the Manager launches the Multirater process, he or she is also responsible for choosing evaluators for the Multirater participants. Use a Manager-driven Multirater process if you think that the Manager may appreciate being more involved with the Multirater process.

On the other hand, you can configure your process so that the administrator launches the Multirater process. In this situation, the administrator determines who will be the evaluators, the relationships between participants, and so forth. Having the administrator launch the Multirater process can save the Manager from performing these types of extra tasks associated with a Multirater process.

**To Configure Multirater Launch Options**

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Multirater Options** link.
   The Multirater Options screen displays showing the launch options.
   ![Launch](image)
   Multirater assessment launched by: ☐ Administrator ☐ Manager
3. In the **Launch** area, click either the **Administrator** or the **Manager** radio button.
4. Click **Save Changes**.

**Configuring Multirater Evaluators**

By default, Multirater Evaluators are chosen from members of the User Center. However, if you have many people in the User Center, you can simplify the process of selecting evaluators by only including those in the Participant Center.

**To Configure Multirater Evaluators**

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2 From the left navigator, click the **Multirater Options** link.

The Multirater Options screen displays showing the evaluator options.

3 In the **Evaluator** area, do any of the following:

<table>
<thead>
<tr>
<th>To</th>
<th>Do this</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allow Multirater evaluators to be selected only from process participants</td>
<td>Select the <strong>Evaluators must be process participants</strong> check box.</td>
</tr>
<tr>
<td>Allow employees to select their own evaluators</td>
<td>Select the <strong>Admin/manager may allow employee to select their own evaluators</strong> check box, and then click either the <strong>Manager must approve evaluators selected by the employee</strong> or the <strong>Manager does not approve evaluators selected by the employee</strong> radio button.</td>
</tr>
</tbody>
</table>

Tips:
- Click the **Define Step Details** button if you want to change the Display title, task list pop-up help text, and so forth for the step.
- Click the **Define Message** button if you want to change the notification messages.

| Allow evaluators to view completed assessments and (optionally) include an employee and manager signature line, and a date line, at the bottom of the assessment | Select the **Evaluator can view completed assessment** check box, and then, if necessary, select the **Include employee and manager signature on the completed assessment view** check box. |

4 Click **Save Changes**.

**Working with Multirater Relationships**

There are four default Multirater relationships for the people assigned to assist Managers in evaluating employees: Self, Peer, Manager, and Direct Report. These relationships are assigned by the Manager. You can define new, edit, or delete these relationships.

- “To Define a New Multirater Relationships” on page 305
- “To Delete a Relationship” on page 305
To Define a New Multirater Relationships

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Multirater Options** link.
3. In the **Relationships** area, click the **New** button.
4. In the **Description** field, enter the new name for the relationship.
   Examples of other relationships could be Team Leader, Peer, or Other Manager.
5. (Optional) Select the **Defined as Self Relationship** check box if you want to make this relationship a Self relationship. For more information, see “About Defining a Self Relationship in a Multirater Process” on page 306.
   This relationship appears at the top of the list of relationships if you select this check box.
6. Click the **OK** button.
   This new relationship type will now be available to the evaluating managers when they choose to send out questionnaires to collect more data about the individual being reviewed.
   **Tip:** You can set up a process in multiple languages. For more information, see “Setting Up a Multiple Language Process” on page 17.
7. Click **Save Changes**.

To Delete a Relationship

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2. From the left navigator, click the **Multirater Options** link.
3. In the **Relationships** area, select the relationship you want to delete, and then click the **Delete** button.
4. Click the **OK** button to confirm that you want to delete the relationship.
   **Note:** You cannot delete a relationship if it is currently being used in an assessment.

To Edit a Relationship

1. In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2 From the left navigator, click the Multirater Options link.

3 In the Relationships area, select the relationship you want to edit, and then click the Edit button.

4 Do any of the following:
   • Edit the text in the Description field.
   • Select or clear the Defined as Self Relationship check box. For more information, see “About Defining a Self Relationship in a Multirater Process” on page 306.

5 Click the OK button.

6 Click Save Changes.

**About Defining a Self Relationship in a Multirater Process**

The Defined as Self Relationship check box allows the administrator to define which relationship describes the subject of the appraisal process. As an Administrator of this process, you must define the participant (who is being reviewed within this process) for the Multirater questionnaire. By default, the 4 relationships that exist when a new process is defined include Self. This relationship, by default, is assigned as the Self Relationship - meaning the person who, when filling that role, will be doing the self-appraisal.

For example, if the participant of the evaluation was management and the evaluators were 2nd Level Managers, then you would remove the type Self from the relationship list and define Manager as the self relationship. In this instance, you would most likely add a new type named 2nd Level Manager which may represent the Vice Presidents and allow them to fill the role normally held by Managers.
When you define a relationship as Self, the option becomes unavailable to all other relationship types.

By default, the Self relationship is defined as the Self Relationship. If you want to change what relationship is defined as the Self Relationship, you must first edit the Self relationship to clear the Defined as Self Relationship check box.

### Configuring Multirater Step Completion Criteria

For Administrator-driven Multirater processes, you can configure the step completion criteria based on a percentage or a minimum number of responses.

For example, you can configure the Multirater process to move forward if 70% of the evaluators have completed their evaluations. (Note that this calculation is based on the number of completed evaluations and declined evaluations.) Therefore, if you ask 10 evaluators to participate and seven complete their assignments and three decline to participate, the step will move forward.

As a second example, you configure the Multirater process to move forward if 10 evaluators have completed their evaluations. (Note that those evaluators that have declined to evaluate the participants are not included in this calculation.) Once those 10 evaluators have completed their evaluations, the step is marked as complete, and your process can continue.

If the step does not advance because the threshold you set is not met, no further action can be taken until you add more people to the process or you mark the step as complete. For more information on marking a step as complete, see

#### To Configure Multirater Step Completion Criteria

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Multirater Options link.
   The Multirater Options screen displays showing the Step Completion Criteria area.
3. Do either of the following:
   - Click the percentage radio button, and then enter a percentage value in the associated field.
   - Click the minimum number of responses radio button, and then enter a number in the associated field.
4. Click Save Changes.
Configuring Notification Messages Sent to MultiraterParticipants

For notification messages, you can edit the default text that appears in the Subject and Message fields. In addition, you can append special tags to the notification message to customize it based on the employee’s first name, last name, title, and so forth.

To Configure Notification Messages Sent to Multirater Participants

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2. From the left navigator, click the Multirater Options link. The Multirater Options screen displays showing the notification settings.

3. In the Notification Settings area, click any of the Define Message buttons. The Notification Message window displays.

4. Do any of the following:
   - In the Subject field, edit the text as required.
   - In the Message field, edit the text as required.
   - To include tags for employee or process specific fields, select the tag from the Append Tag drop-down list, and then click the Append Tag button. The tag is always placed at the bottom of the Message field, but you can copy it and paste it where you need it to appear.

5. Click the OK button.

6. Click Save Changes.
Configuring Multirater Automatic Notification Settings

You can configure the Multirater notification settings to suit your own schedule. For example, you might find that you need to send out a notification five days before the due date and then each day after that in order for the evaluations to be performed in a timely manner.

In addition, you can customize the message that participants will receive in their notifications.

To Configure Multirater Automatic Notification Settings

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Multirater Options link.
3. In the Notification Settings area, do any of the following:

<table>
<thead>
<tr>
<th>To</th>
<th>Do this</th>
</tr>
</thead>
<tbody>
<tr>
<td>Send notifications to evaluators when a due date is approaching</td>
<td>Select the Assessment is approaching its due date check box, then enter a value in the days before due date field, and then, if you want to send additional notifications, select the Continue sending notifications every check box, and then enter a value in the day(s) field.</td>
</tr>
<tr>
<td>Send notifications to evaluators if the assessment is past its due date</td>
<td>Select the Assessment is past its due date check box, and then, if you want to send additional notifications, select the Continue sending notifications every check box, and then enter a value in the day(s) field.</td>
</tr>
</tbody>
</table>

4. Click Save Changes.

   Tip: You can customize the messages that participants will see in their notifications. For more information, see “Configuring Notification Messages Sent to Multirater Participants” on page 308.

Configuring Competency Score Options for the Manager Appraisal
Chapter 14: Multirater

Form

Depending on how you choose to launch your Multirater process (Manager or Administrator-launched), you have some options for displaying competency score information on the Manager’s appraisal form. If your Multirater process is launched by the manager, you cannot automatically display the average score from Multirater evaluators on the form.

Note: Both of the options below will be unavailable if you select the Competency point scale radio button in the Report Options. For more information, see “Configuring Multirater Report Options” on page 310.

To Configure Competency Score Options for the Manager Appraisal Form

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Multirater Options link.
   The Multirater Options screen displays showing the competency score options.

3 If you want to show the overall average score from Multirater evaluators on the form, select the Show overall average score from Multirater evaluators check box.

4 If you want to automatically fill the overall average score from Multirater evaluators on the form, and you have created a Multirater process that is launched by the administrator, select the Auto-fill with overall average score from Multirater evaluators check box.

5 If you want to include comments from Multirater evaluators on the Appraisal form, click the Auto-fill with comments from Multirater evaluators check box, and then click either the no label, rater relationship, or rater name radio button to include the rater’s relationship to the subject along with his/her comments.
   For example, if you select this check box and then click the rater relationship radio button, evaluator comments will appear on the form in this format: “{rater relationship}: {comment}.”

6 Click Save Changes.

Configuring Multirater Report Options

There are several options available to you for Multirater reports. You can configure these options based on how much information you want to be available to employees, managers, and HR Reps.

- “To Configure the Display of Competency Results in Reports” on page 311
- “To Stop Managers and HR Reps from Viewing the Summary Report by Rater or the Tabular Report” on page 311
- “To Allow HR Reps to View Multirater Reports for their Representees” on page 311
To Configure the Display of Competency Results in Reports

By default, competency results are displayed using the form rating scale, but you can use the competency point scale if you wish.

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Multirater Options link.
3. In the Report Options area, click either the Form scoring scale or the Competency point scale radio button.
4. Click Save Changes.

To Stop Managers and HR Reps from Viewing the Summary Report by Rater or the Tabular Report

Note: If you turn on this option, managers will only have access to the “Summary Report by Relationship Group” report in the split-screen view. Therefore, turning on this option will effectively make the Multirater process anonymous.

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Multirater Options link.
3. In the Report Options area, select the Managers and HR Reps cannot view the Summary Report by Rater or Tabular Report check box.
4. Click Save Changes.

To Allow HR Reps to View Multirater Reports for their Representees

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Multirater Options link.
3. In the Report Options area, select the HR Reps can view Multirater reports for their representees check box.
4. Click Save Changes.

To Allow Employees to view Multirater Reports After a Specific Step

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Multirater Options link.
3 Select the **Employees can view Multirater reports on the manager appraisal after this step is complete** check box.

4 Do one of the following:

<table>
<thead>
<tr>
<th>To</th>
<th>Do this</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allow employees to view Multirater reports at any time during the process</td>
<td>Click <strong>None</strong> in the drop-down list.</td>
</tr>
<tr>
<td>Allow employees to view Multirater reports once all of their steps are complete</td>
<td>Click <strong>All Steps</strong> in the drop-down list.</td>
</tr>
<tr>
<td>Allow employees to view Multirater reports after a specific step</td>
<td>Click any other step in your process.</td>
</tr>
</tbody>
</table>

5 (Optional) Select the **Employees can view Summary Report by Rater and Tabular Report** check box if you want to allow employees to view these reports using the split-screen feature.

6 Click **Save Changes**.

**Note:** The ability to view Multirater reports is on a per participant basis. That is, if employee A completes a required step and is allowed to view Multirater reports, employee B cannot view those reports until he/she completes the required step.

### To Disable Bar Graphs in the Report by Rater Report

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Multirater Options** link.

3 Select the **Disable bar graphs in the Report by Rater** check box.

4 Click **Save Changes**.

### Configuring Multirater Appearance Options

The **Appearance** area allows you to define the look and feel of the Multirater questionnaire. Settings can include Font Face, Size, and Color. If you have other forms created within the process, you can use a form that you have previously created.

**NOTE:** Only forms from within the current process will appear in the drop-down list.

**HINT:** If this option was not available when you first set up your process, you can return to this screen after completing a form and use its style information to govern the Multirater questionnaire(s).

### To Configure Multirater Appearance Options

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2 From the left navigator, click the Multirater Options link. The Multirater Options screen displays showing the appearance options.

3 In the Appearance area, do one of the following:

<table>
<thead>
<tr>
<th>To use</th>
<th>Do this</th>
</tr>
</thead>
<tbody>
<tr>
<td>settings from a previously created form</td>
<td>Click the Use Settings from Form radio button, and then select a form from the drop-down list.</td>
</tr>
<tr>
<td>a different font face</td>
<td>Click the Set appearance manually radio button, and then select a font from the Font Face drop-down list.</td>
</tr>
<tr>
<td>different font sizes</td>
<td>Click the Set appearance manually radio button, and then select a font size from the Font Size drop-down list.</td>
</tr>
<tr>
<td>different font colors</td>
<td>Click the Set appearance manually radio button, then click the Select Color button, then click a color, and then click the OK button.</td>
</tr>
</tbody>
</table>

Tip: If you know the HTML color code, you can enter it in the HTML Color Code field.

4 Click Save Changes.

Advanced Multirater Options

If you have created a manager-launched Multirater process, there are advanced options available to you. For example, turning on the advanced options will result in the following:

- Competencies and past goals on all forms will be selected for use on the Multirater questionnaire
- The short rating scale for all competencies must have the same competency point scale as the manager form
- Several competency options will be disabled
- All Multirater evaluators will have the same relationship
- The Multirater reports by relationship will not be available
- The manager's responses will be shown on the Multirater questionnaire

To Enable Advanced Multirater Options

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2 From the left navigator, click the **Multirater Options** link.

3 If the advanced options are not visible on the Multirater Options screen, click the expand icon ► in the **Advanced Options** area. The Multirater Options screen displays showing the advanced options.

4 Select the **Enable advanced Multirater assessment model** check box.

5 Click **Save Changes**.

### Configuring Competency Multirater Questions

You can further customize the Multirater process by configuring the competency Multirater questions. For example, you can hide the comments field for the competency, hide the competency title, and so forth.

#### To Configure Multirater Competency Questions

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Forms** link.

3 In the **Form Title** column, click the link for the form.

4 From the left navigator, click the **Form Sections** link.
5 Click the link of the competency to configure the Multirater questions.

6 Do any of the following:

<table>
<thead>
<tr>
<th>To</th>
<th>Do this</th>
</tr>
</thead>
<tbody>
<tr>
<td>include this competency in the Multirater assessment</td>
<td>Select the Include Competency check box.</td>
</tr>
<tr>
<td>Include the Comments field for this competency in the Multirater assessment</td>
<td>Select the Include Comments Field for Competency check box.</td>
</tr>
</tbody>
</table>
| **Note:** Without the Comments field, Multirater respondents will only be able to choose from short form questions only. | Select the Include ‘Not Applicable’ Rating Option check box.  
**Tip:** If you want to change the label of the “Not Applicable” label, edit the text in the Label field.  
Select the Hide Competency Title check box. |
| allow Multirater respondents to use the “Not Applicable” rating option |  |
| hide the competency title in the Multirater assessment | Select the Hide Competency Title check box. |
| hide the competency rating scale legend in a Multirater assessment | Select the Hide Competency Rating Scale Legend check box. |
| insert additional question fields into the Multirater questionnaire that a Manager can use to ask specific questions not included in the competency | Click the Add button, and then enter the question in the field.  
If required, select the Include Comments Field? check box. |
7 Click **Save and Exit**.

**Tips:**
- Click the **Preview Questionnaire** button found in the Form Properties or Form Sections pages to view a sample of the selected questions and the short form responses (see Figure 14-2 below).

![Figure 14-2 Preview of a Multirater Questionnaire](image)

- Be sure to add the **Abbreviation** values for each item in the short form rating scale as shown in Figure 14-3 below. If these values are absent in the short abbreviation, it will not save if Multirater is selected.

![Figure 14-3 Abbreviation Values](image)

**Working with Multirater Participants**

If you have configured the Multirater process to be driven by the administrator, you have several options available regarding the Multirater participants, including:

- “**Searching for Multirater Participants**” on page 317
- “**Adding Multirater Evaluators by Relationship**” on page 319
- “**Adding Multirater Evaluators**” on page 320
Working with Multirater Participants

- “Removing Multirater Evaluators” on page 321
- “Allowing Participants to Select Evaluators” on page 322
- “Marking Multirater Assignments as Complete” on page 323
- “Editing Multirater Evaluators” on page 323
- “Viewing the Multirater Status” on page 324

Note: If you have configured the Multirater process to be driven by a manager instead of the administrator in the Multirater options page (see “Configuring Multirater Launch Options” on page 303), you cannot add Evaluators, remove Evaluators, mark steps as complete, and so forth. Instead, since the manager is driving the Multirater process from the responding side of eAppraisal, he or she is the only one that can perform these tasks.

Searching for Multirater Participants

If you have many Multirater participants in your process, you can search for specific participants on the Multirater Participants and Multirater Evaluators screen. You can perform a quick search or you can perform and advanced search. An advanced search can help you answer the following types of questions:

- Which participants have less than three evaluators?
- Which participants have pending evaluators that need approval?

To Perform a Quick Search for Multirater Participants

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Participant Center link.
3. From the left navigator, click either the Multirater Participants or the Multirater Evaluators link.

The Multirater Participants screen displays showing the first 20 participants in alphabetical order.
4 In the **Starts with** field, enter first few letters of the participant’s last name, and then click the **Search** button.

The Multirater Participants screen updates to reflect your search.

**Tip:** You can also click the letter corresponding to the first letter in the participant’s last name to show the first 20 participants with last names starting with that letter.

### To Perform an Advanced Search for Multirater Participants

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Participant Center** link.

3 From the left navigator, click either the **Multirater Participants** or the **Multirater Evaluators** link.

The Multirater Participants screen displays showing the first 20 participants in alphabetical order.

4 Click the **Advanced** button.

More search options appear on the Multirater Participants screen.

5 Do any of the following:

   • In the **Participant Status** drop-down list, click either **Active**, **Inactive**, or **All**.
   
   • In the **Multirater Status** drop-down list, click either **Not Started**, **In Progress**, **Complete**, **Approaching Due**, or **Past Due**.
   
   • In the three **Evaluators** drop-down lists, make your required selections.
   
   • In the **Participant Selects** drop-down list, click either **Complete**, **Incomplete**, or **N/A**.

6 Click the **Search** button.

The Multirater Participants screen updates to reflect your search.
Adding Multirater Evaluators by Relationship

If required, you can generate evaluators for the participants of your Multirater process using the relationships you created in either the User Center or the Participant Center. The following table defines the organization relationships you can use:

<table>
<thead>
<tr>
<th>Organization Relationship</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self</td>
<td>The participant in the Multirater process</td>
</tr>
<tr>
<td>Manager</td>
<td>The manager of the participants being evaluated</td>
</tr>
<tr>
<td>Direct Report</td>
<td>The direct report of the participant</td>
</tr>
<tr>
<td>Peer</td>
<td>Users that have the same manager as the participant</td>
</tr>
<tr>
<td>Project Member</td>
<td>Users that are in the same engagement review as the participant</td>
</tr>
</tbody>
</table>

Note: No changes will be made for any participant that has completed a Multirater step.

To Add Multirater Evaluators by Relationship

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Participant Center link.
3. From the left navigator, click the Multirater Participants link.
4. Select the check box(es) next to the participant(s) you want to add evaluators for, and then click the Add Evaluators by Relationship button.
   The Add Evaluators by Relationship window displays.
Chapter 14: Multirater

5 Do either of the following:
   • If you want to use relationships from the User Center, click the User Center radio button.
   • If you want to use relationships from the Participant Center, click the Participant Center radio button.

6 In the Organization Relationships column, select the check box(es) that you want to define.
   If you select the Project Members check box, you must select a process from the Process drop-down list.

7 In the Defined Relationships column, select a relationship from the drop-down list for each Organization Relationship you selected in step 6.
   For more information on these relationships, see “Configuring Competency Multirater Questions” on page 314.

8 (Optional) Select the Save settings check box if you want these settings to be saved for the current process.

9 Click the OK button.

Adding Multirater Evaluators

As the administrator, you can add evaluators for the Multirater process. These evaluators will be required to provide feedback on the subject of an appraisal.

To Add Multirater Evaluators

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2 From the left navigator, click the Participant Center link.

3 From the left navigator, click the Multirater Participants link.
4 Select the check box(es) next to the participant(s) you want to add evaluators for, and then click the Add Evaluators button. The Add Evaluators window displays.

5 In the Available Evaluators area, enter a last name and/or first name in the appropriate fields, and then click the Search button. Search results appear in the field. Tip: If you require more information about the evaluators, such as their department or email address, select the appropriate option in the Show Additional Information drop-down list.

6 Select one or more of the available evaluators, then select a relationship in the drop-down list, and then click the Add button. The name of the evaluator and the relationship (in brackets) appear in the Approved Evaluators field.

7 Click the OK button.

Removing Multirater Evaluators

As the administrator, you can remove Multirater evaluators.

To Remove Multirater Evaluators

1 In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2 From the left navigator, click the **Participant Center** link.

3 From the left navigator, click the **Multirater Participants** link.

4 Select the check box(es) next to the participant(s) you want to remove evaluators for, and then click the **Remove Evaluators** button.

   A confirmation window appears.

5 Click the **OK** button.

### Allowing Participants to Select Evaluators

You can configure your Multirater process so that Multirater participants can select their evaluators. Allowing your participants to select their own evaluators can save your managers from having to select evaluators for the Multirater participants.

**Note:** Before you can complete this procedure, you must select the option to allow the admin/manager to select their own evaluators on the Multirater Options page. For more information, see “Configuring Competency Multirater Questions” on page 314.

**To Allow Participants to Select Evaluators**

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.

2 From the left navigator, click the **Participant Center** link.

3 From the left navigator, click the **Multirater Participants** link.

4 Select the check box(es) next to the participant(s) you want to allow to select evaluators, and then click the **Participant Selects Evaluators** button.

   The Participant Selects Evaluators window displays.

5 Click the **Turn on ...** radio button.

6 Click the **OK** button.
Marking Multirater Assignments as Complete

You can mark Multirater steps as complete for individual participants. Associated milestones are then updated for the participant.

To Mark Multirater Assignments as Complete

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Participant Center link.
3. From the left navigator, click the Multirater Participants link.
4. Select the check box(es) next to the participant(s) you want to mark as complete, and then click the Mark Complete button.
   A confirmation window appears.
5. Click the OK button.

Editing Multirater Evaluators

You can edit Multirater evaluators at any time. For example, if a new employee joins your company and you would like to make them an evaluator of an existing Multirater participant, you can add the new employee to the approved evaluator list.

In addition, if the participant has suggested evaluators, you can approve or deny the suggested evaluators.

To Edit Multirater Evaluators

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Participant Center link.
3. From the left navigator, click the Multirater Participants link.
4 In the **Edit** column, click the Edit icon in the row for the evaluator you want to edit. The Edit Evaluators: [employee name] displays.

![Edit Evaluators: Daniel, Timothy](image)

**Note:** If the participant has suggested evaluators, a **Pending Evaluators** field appears on the screen. Select the evaluators from the **Pending Evaluators** field, and then click either the **Approve** or **Deny** button. Approved evaluators will move to the **Approved Evaluators** field.

5 Select the evaluator you want to edit in the **Approved Evaluators** field, and then click the **Remove** button.

6 Make any required changes, such as adding a new evaluator, changing the relationship, and so forth.

7 Click the **OK** button.

**Tip:** Click the **View Status Report** button to view the current status of the participant.

### Viewing the Multirater Status

Viewing the Multirater status shows such things as the number of scheduled, completed, and declined evaluations. In addition, you can send out notifications to Multirater participants.

### To View Multirater Status

1 In the Appraisal Center, click the **Process Details** link for the appropriate appraisal.
2 From the left navigator, click the Participant Center link.

3 From the left navigator, click the Multirater Participants link.

4 In the Multirater Status column, click the link in the row for the participant you want to check the status of.

The Multirater Status window displays showing the number of scheduled evaluations, completed evaluations, and so forth.

5 Do any of the following:

<table>
<thead>
<tr>
<th>To</th>
<th>Do this</th>
</tr>
</thead>
<tbody>
<tr>
<td>edit the participant’s assigned evaluators</td>
<td>Click the Edit Evaluators button. For more information on editing evaluators, see “Editing Multirater Evaluators” on page 323.</td>
</tr>
</tbody>
</table>
| notify all participants that they have Multirater steps to complete | Click the Notify All Incomplete icon, then, if necessary, edit the notification message, and then click the Send button. For more information on editing the notification message, see the defining messages area of “Setting Up Automatic Reminders” on page 266.  
  Tip: Click the Close button if you do not want to notify the participants. |
Deleting Completed Multirater Responses

For administrator-driven Multirater processes only, you can delete completed individual Multirater responses. Consider deleting a response if the evaluator has left the company and his/her evaluation is no longer needed, or you can delete a response if you believe the response is simply inaccurate.

Evaluators that have completed their Multirater responses are identified with gray text and the word “complete” in the Approved Evaluators area of the Edit Evaluators window.

To Delete Completed Multirater Responses

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Participant Center link.
3. From the left navigator, click the Multirater Participants link.

Tip: Click the Close button if you do not want to notify the participant.
4 In the Edit column, click the Edit icon in the row for the evaluator you want to edit.

The Edit Evaluators: [employee name] window displays with completed evaluators identified in the Approved Evaluators area.

5 In the Approved Evaluators area, click the evaluator whose Multirater response you want to delete.

6 Click the Remove button, and then click the OK button in the confirmation window.

Rolling Back Individual Multirater Responses

In certain situations, you might want to roll back an individual Multirater evaluation. For example, suppose you have a large pool of evaluators that have correctly performed the evaluations, but one of them has made an error. Instead of rolling back all of the evaluators, you can roll back the individual incorrect response.

If you want to roll back individual responses, the process must be open and the status of the Multirater step must be “In Progress.” For manager-driven Multirater processes, the “Manager Writes Employee Appraisals” step must be “In Progress.” For administrator-driven Multirater processes, the “Evaluators Complete Multirater Assessments” step must be “In Progress.”

If the status of the Multirater step is “Complete,” you cannot roll back individual responses. If it is complete, you must roll back the entire Multirater step for all participants. For more information, see “Editing the Employee Process Status” on page 259.
To Roll Back Individual Multirater Responses

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.

2. From the left navigator, click the Participant Center link.

3. From the left navigator, click the Multirater Participants link.

4. In the Multirater Status column, click the In Progress link for the evaluator you want to roll back.

5. Select the check box(es) next to the evaluator(s) you want to roll back.

6. Do one of the following:
   - Click the Keep selected evaluator and Multirater response data radio button.
   - Click the Keep selected evaluator and delete Multirater response data radio button.
   - Click the Delete selected evaluator and delete Multirater response data radio button.

7. Click the Rollback button, and then click the OK button to confirm.

8. Click the Close button.

**Importing Multirater Evaluators**

Using a text file, you can import Multirater participant, evaluator, and relationship data into eAppraisal. The data in your text file will be matched to information in the User Center. Note that Multirater assessments will only be imported for participants that do not have a completed Multirater step.
To Import Multirater Evaluators

1. In the Appraisal Center, click the Process Details link for the appropriate appraisal.
2. From the left navigator, click the Participant Center link.
3. From the left navigator, click the Multirater Import link.

The Import Multirater Evaluators from a text file screen displays.

4. Do one of the following:
   - Click the Tab, Semicolon, Comma, or Space radio button.
   - Click the Other radio button, and then enter the delimiter used in your file.

5. Under Participant, in the Column # in file field, enter the column number, and then click either the Username, Email, or Employee ID radio button.
   The information in the text file for this column will be matched with information in the User Center.

6. Under Evaluator, in the Column # in file field, enter the column number, and then click either the Username, Email, or Employee ID radio button.
   The information in the text file for this column will be matched with information in the User Center.

7. Under Multirater Relationship, in the Column # in file field, enter the column number.
   The information in the text file for this column will be matched with any of the relationships you have configured on the Multirater Options screen.
   Note: Case is not important, but white space requires an identical match. For example, “team leader” will match Team Leader, but “Level 1 Manager” will not match “Level1Manager.”

8. Click the Browse button, then click the text file you want to import, and then click Open.

9. Click the Begin Import button.
   A window displays detailing the number of successful imports, the number of failed imports, and so forth. The Multirater Participants screen also appears.
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