

VU Amsterdam annual consultations – manual

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Version 4, February 2023

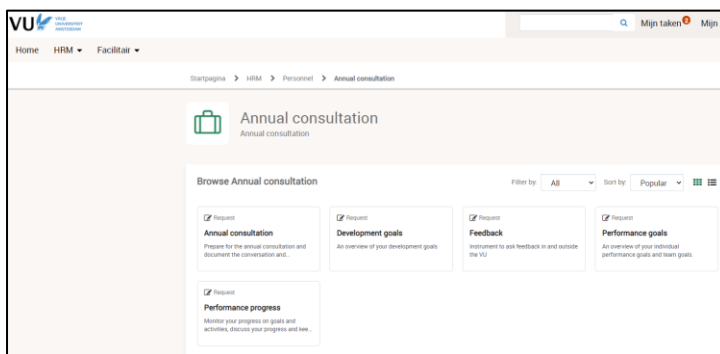
If any topics have been omitted or if you find any inaccuracies in this manual, please send an email to k.j.m.vander.heijden-lek@vu.nl. If you have any questions about the annual consultation process or if you have any problems in relation to it, please contact the HR Service Desk at servicedesk.hrm@vu.nl.

1. Introduction

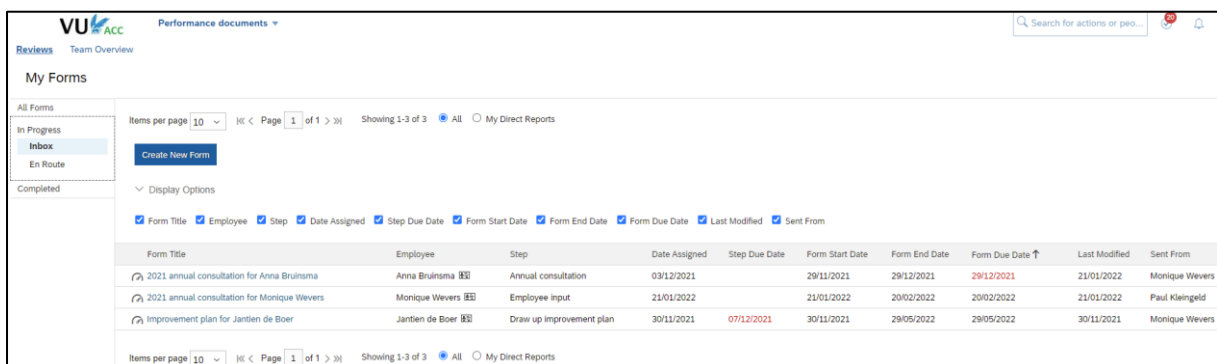
This manual describes the annual consultation form support process. You can find more details about [annual consultations](#) at VU.nl. This page will take you to an explanation for [managers](#) and [employees](#), and information about training courses, etc.

The annual consultation process is one of VU Amsterdam's self-service options. There are various ways of activating it:

- Via the [annual consultation page for managers](#) at VU.nl. Click on the Take action now button to go to the Annual consultation tile in the [service portal](#). Here you will find more details about the annual consultation, such as Quick Reference Cards (QRCs) and other instructional materials.
- If the service portal has already been activated, search under annual consultation or click on HR service area, and then on annual consultation.



From this page, the Take action now button takes you to the home screen for the annual consultation: Performance documents.



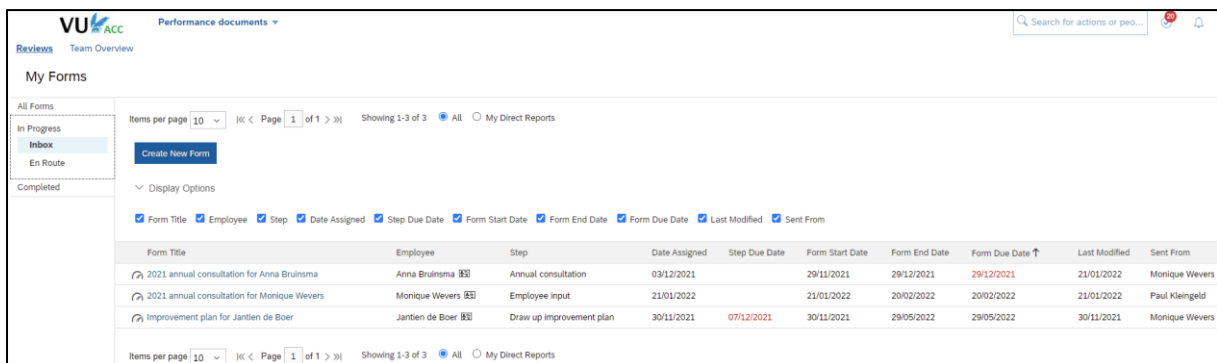
From the HR > Annual consultation page, information is also available about other performance topics, such as the setting up of performance goals and development goals or asking for feedback.

2. Main screens

The annual consultation process has a few main screens with a range of options for managers and employees. Details about these screens are given below. Specific sections are explained in the chapters below, such as that on making a new form.

Performance documents: Forms

The home screen for the annual consultation is Performance documents. Employees are guided to this page from the annual consultation pages at VU.nl and the service portal. The screen has two tabs: Forms and Team Overview. A screenshot of the Forms tab for managers is shown below; employees have fewer options – they cannot create a new form, for example.



Form Title	Employee	Step	Date Assigned	Step Due Date	Form Start Date	Form End Date	Form Due Date ↑	Last Modified	Sent From
2021 annual consultation for Anna Bruinsma	Anna Bruinsma	Annual consultation	03/12/2021		29/11/2021	29/12/2021	29/12/2021	21/01/2022	Monique Wevers
2021 annual consultation for Monique Wevers	Monique Wevers	Employee input	21/01/2022		21/01/2022	20/02/2022	20/02/2022	21/01/2022	Paul Kleingeld
Improvement plan for Jantien de Boer	Jantien de Boer	Draw up improvement plan	30/11/2021	07/12/2021	30/11/2021	29/05/2022	29/05/2022	30/11/2021	Monique Wevers

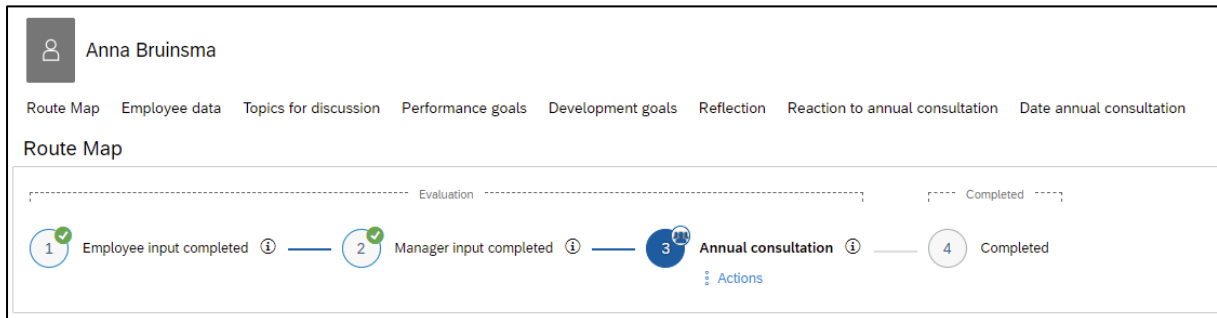
- Using the Make a new form button, managers can activate two forms:
 - the annual consultation form. The manager can activate a form for employees who receive no automatic task for the annual consultation, such as those on short-term appointments or student assistants.
 - The improvement plan, for employees for whom an improvement process is to be activated. For more information on this, please go to VU.nl or the service portal.
- All the documents can be found in the mailboxes under Performance Documents:
 - Inbox: every form that can be edited by managers, such as the annual consultation at the Manager input stage.
 - En Route: every form that is with another participant in the process, such as the annual consultation at the Employee input stage.
 - Completed: all completed forms. These forms can no longer be edited.
 - The display options can be used to simplify or expand the overview, by hiding or adding columns.

Performance documents: Team overview

The Team overview tab gives managers information about the actions in relation to current forms for team members. In Team overview, managers can open forms or activate an additional action, such as asking for feedback about an employee in the annual consultation process. For more details, see the Asking for feedback as a manager chapter.

3. Roadmap and stages in the annual consultation process

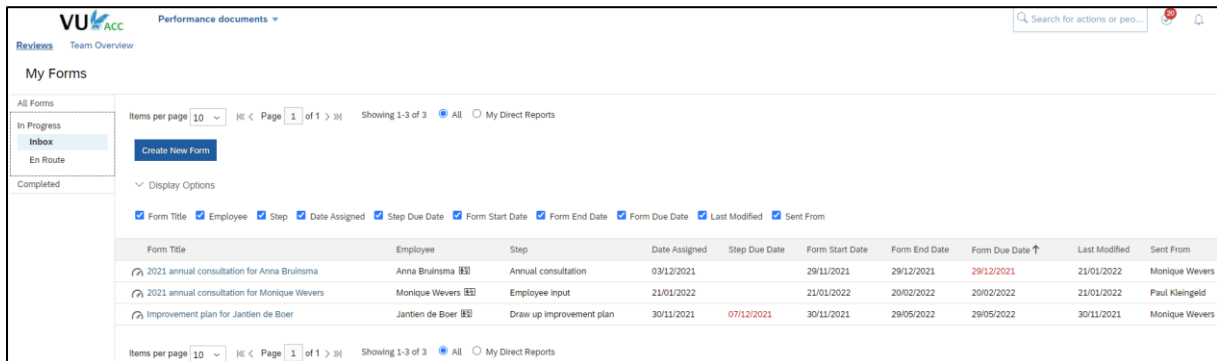
The roadmap below shows the stages through which the annual consultation form progresses. The roadmap is visible at the top of the annual consultation form during each stage.



- Stage 1: employee input. After the task has been activated, the employee can provide their input. The manager does not yet have access to the form. The employee moves the form forward to stage 2.
- Stage 2: manager input. The manager is now able to view the employee's input and to add their own input. The manager's input is not yet visible to the employee. The manager moves the form forward to stage 3.
- Stage 3 – annual consultation. All the input is now visible to the employee and manager alike. The manager decides when the form is moved forward to this stage – either before or after the actual annual consultation. The manager is still able to edit their own input. The employee is only able to read all the input and add a response.
- Completed: the form is finalised and archived in the Completed file.
- A green tick means that a stage has been concluded. The current stage is indicated with a blue circle. The symbol featuring several figures in the top-right hand corner in the stage number indicates that more than one colleague is working on that stage at the same time. At stage 2, for example, the manager can add input, and so can a co-manager. In stage 3, the manager can edit the form and the employee can give a response.

4. Initiating an annual consultation

- On 1 February, each employee automatically receives a task for activating the annual consultation. The task is sent to all employees who work at VU on 1 January.
- The automatic task is sent to each employee with whom an annual consultation must be held. Employees who are not included in this are those on short-term appointments, for example, or trainees, student assistants or MUP'ers. Managers may of course hold annual consultations with employees in these categories; to do so, follow the instructions for manually activating the annual consultation.
- Annual consultations are jointly scheduled by employees and managers. This takes place outside the system and not in SuccessFactors. Employees may activate their annual consultation forms at any time and start with their preparations.
- New forms can be activated manually via Performance documents.



The screenshot shows the 'Performance documents' interface in VU ACC. It features a sidebar with 'My Forms' and a main table of forms. The table has columns for Form Title, Employee, Step, Date Assigned, Step Due Date, Form Start Date, Form End Date, Form Due Date, Last Modified, and Sent From. Three forms are listed, each with a status icon and a 'Start form' button.

Form Title	Employee	Step	Date Assigned	Step Due Date	Form Start Date	Form End Date	Form Due Date	Last Modified	Sent From
2021 annual consultation for Anna Bruinsma	Anna Bruinsma	Annual consultation	03/12/2021		29/11/2021	29/12/2021	29/12/2021	21/01/2022	Monique Wevers
2021 annual consultation for Monique Wevers	Monique Wevers	Employee input	21/01/2022		21/01/2022	20/02/2022	20/02/2022	21/01/2022	Paul Kleingeld
Improvement plan for Jantien de Boer	Jantien de Boer	Draw up improvement plan	30/11/2021	07/12/2021	30/11/2021	29/05/2022	29/05/2022	30/11/2021	Monique Wevers

- Click Create New Form, choose the annual consultation form and select the employee. Next comes a screen with evaluation dates, which may cause confusion: these dates are not about the period over which you are conducting the annual consultation, but they are the start and end dates of the calendar year in which the form is started. We cannot hide the screen and the dates are not editable unfortunately. You can just click away the screen by clicking on: Start form.
- The form is now with the employee for the first step – employee input. For the manager, the form is now in their En route box. As soon as the employee has completed the first stage, the manager is notified of the fact and the form is now visible in their IN box.

VU ACC Performance documents

Reviews Team Overview

My Forms

Items per page 10 Page 1 of 1 Showing 1-3 of 3 All My Direct Reports

Create New Form

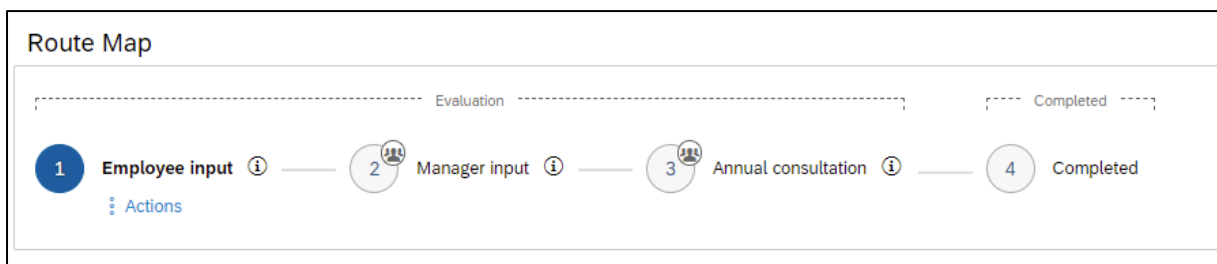
Display Options

Form Title
 Employee
 Step
 Currently With
 Step Due Date
 Form Start Date
 Form End Date
 Form Due Date
 Last Modified

Form Title	Employee	Step	Currently With	Step Due Date	Form Start Date	Form End Date	Form Due Date ↑	Last Modified	Act
2021 annual consultation for Pieter de Post	Pieter de Post	Employee input	Pieter de Post		30/11/2021	30/12/2021	30/12/2021	30/11/2021	
2021 annual consultation for Aziz Baroudi	Aziz Baroudi	Employee input	Aziz Baroudi		14/12/2021	13/01/2022	13/01/2022	14/12/2021	
2021 annual consultation for Anna Bruinsma	Anna Bruinsma	Employee input	Anna Bruinsma		21/01/2022	20/02/2022	20/02/2022	21/01/2022	

Items per page 10 Page 1 of 1 Showing 1-3 of 3 All My Direct Reports

5. Stage 1: employee input



- In the first state, the employee can provide input by entering their responses in the following fields:
 - Topics for discussion in annual consultation
 - Performance goals
 - Development goals
 - Reflection on other topics

Explanatory notes can be found above the fields. The employee can upload documents using the paper clip in the top-right hand corner (see Chapter 14 for more options).

VU ACC Performance documents

Search for actions or per...

My Forms

All Forms

Items per page 10 Page 1 of 1 Showing 1-1 of 1

In Progress

Inbox

En Route

Completed

Display Options

Form Title
 Employee
 Step
 Currently With
 Step Due Date
 Form Start Date
 Form End Date
 Form Due Date
 Last Modified

Form Title	Employee	Step	Currently With	Step Due Date	Form Start Date	Form End Date	Form Due Date ↑	Last Modified	Action
2021 annual consultation for Anna Bruinsma	Anna Bruinsma	Manager input	Monique Wevers		21/01/2022	20/02/2022	20/02/2022	21/01/2022	

Items per page 10 Page 1 of 1 Showing 1-1 of 1

- In the next stage, the manager provides input and the employee cannot edit the form. However, the employee can still view their own input on the form in the En route box.

6. Stage 2: manager input

Route Map



- Once the employee has completed the first stage, the form is sent on to the manager. The manager receives an email as soon as the form is available. The task can be found in the list of tasks and the form will be visible in the IN box. The form can be opened through the message, the task, or by clicking on the title of the form.

The screenshot shows the 'My Forms' section of the VU ACC Performance documents interface. The interface includes a search bar, a 'Create New Form' button, and a table of forms. The table has columns for Form Title, Employee, Step, Date Assigned, Step Due Date, Form Start Date, Form End Date, Form Due Date, Last Modified, Sent From, and Action. The forms listed are:

Form Title	Employee	Step	Date Assigned	Step Due Date	Form Start Date	Form End Date	Form Due Date	Last Modified	Sent From	Action
2021 annual consultation for Anna Bruinsma	Anna Bruinsma	Annual consultation	03/12/2021		29/11/2021	29/12/2021	29/12/2021	21/01/2022	Monique Wevers	ⓘ
2021 annual consultation for Monique Wevers	Monique Wevers	Employee input	21/01/2022		21/01/2022	20/02/2022	20/02/2022	21/01/2022	Paul Kleingeld	ⓘ
2021 annual consultation for Anna Bruinsma	Anna Bruinsma	Manager input	21/01/2022		21/01/2022	20/02/2022	20/02/2022	21/01/2022	Anna Bruinsma	ⓘ
Improvement plan for Jantien de Boer	Jantien de Boer	Draw up improvement plan	30/11/2021	07/12/2021	30/11/2021	29/05/2022	29/05/2022	30/11/2021	Monique Wevers	ⓘ

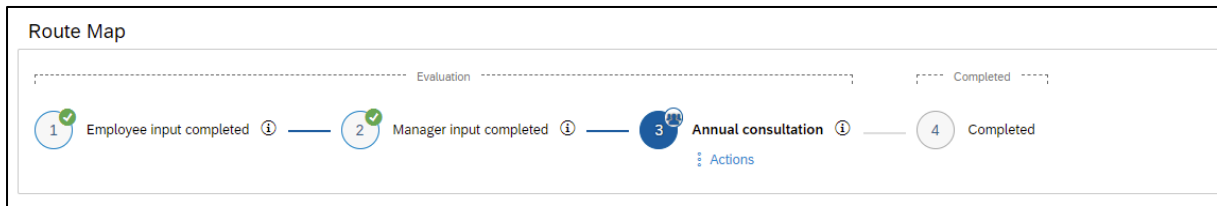
- The manager can read the employee's input during this stage and provide input in the fields intended for the manager.
- Using the Save and close button (at the bottom of the form), all the input is stored and the form remains at the current stage (manager input). The manager's input is not yet visible to the employee.
- Using the Complete manager input button, the form is sent onto the next stage (annual consultation). From this stage, the manager's input is also visible to the employee. The manager may elect to share their input with the employee before or after the annual consultation. In the next stage (annual consultation), the manager is still able to edit their own input.

Reminder

You are about to release this form for the annual consultation. The employee will be able to view all input. If this is not your intent, do not complete this step until after the annual consultation. In that case, select 'Cancel' and then 'Save and close'.

Cancel OK

7. Stage 3 – annual consultation



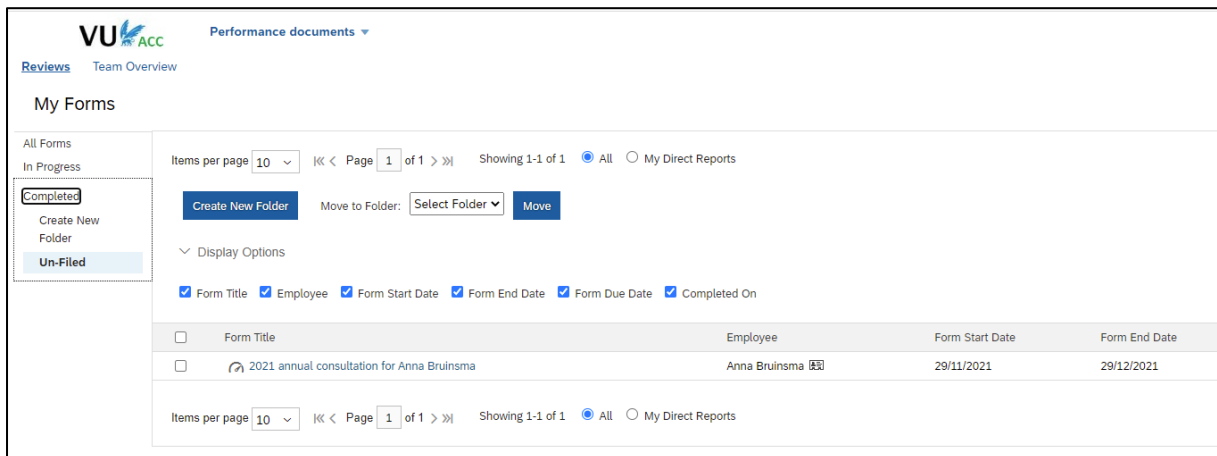
- All the input is now visible to the employee and manager alike, and to any co-manager. The manager can decide when the form should progress to stage 3 – either before the annual consultation, so that the employee can read the input before the interview, or after it, which means the manager can edit their input before the employee gets to see it.
- Both manager and employee can access the form via their IN box. The manager is still able to edit their own input. The employee can read the input and add comments, such as an addition to the report.

The screenshot shows a form titled "Reaction to annual consultation". Below the title is a text box with the instruction: "This space may be used for adding reactions from the employee and managers (e.g. an addition to the report or a comment about the consultation). If you do not wish to add a reaction, enter 'Not applicable', so that the form can be completed." Below this is a section titled "Input manager" which contains a rich text editor toolbar with icons for bold, italic, underline, list, link, unlink, and a size dropdown menu.

- The manager enters the date on which the annual consultation took place. If an annual consultation was timetabled but has not taken place, the manager can state the reason at this stage.
- Once the form has been filled in completely and the employee has had an opportunity to read and respond to the report, the manager definitively closes the form using the Finalise form button.

8. Stage 4: completed

- Once the annual consultation form has been concluded, it can no longer be altered. It will be stored under Forms, in the Completed folder. After the retention period has elapsed (five calendar years after the creation of the form), the form will be deleted. The forms are no longer automatically stored in employees' personal files.
- When an employee gets a new manager, completed annual consultation forms are made automatically visible to the new manager.



The screenshot shows the 'Performance documents' interface for VU ACC. The main heading is 'My Forms'. On the left, there are navigation options: 'All Forms', 'In Progress', 'Completed' (highlighted), 'Create New Folder', and 'Un-Filed'. The main content area includes a 'Create New Folder' button, a 'Move to Folder:' dropdown menu, and a 'Move' button. Below this, there are 'Display Options' with checkboxes for 'Form Title', 'Employee', 'Form Start Date', 'Form End Date', 'Form Due Date', and 'Completed On', all of which are checked. A table displays the following data:

<input type="checkbox"/>	Form Title	Employee	Form Start Date	Form End Date
<input type="checkbox"/>	2021 annual consultation for Anna Bruinsma	Anna Bruinsma	29/11/2021	29/12/2021

At the bottom, there are pagination controls: 'Items per page 10', 'Page 1 of 1', and 'Showing 1-1 of 1'. There are also radio buttons for 'All' (selected) and 'My Direct Reports'.

9. Co-manager

Annual consultations are conducted between an employee and their manager. In some cases, an employee is managed by a different manager in relation to some of their duties for some of the time, and for a longer period of time. If the immediate manager has an insufficient picture of the employee's performance for the relevant aspects of their duties, then the co-manager may be given a role in the annual consultation process. The co-manager will have access to the annual consultation form and can give input.

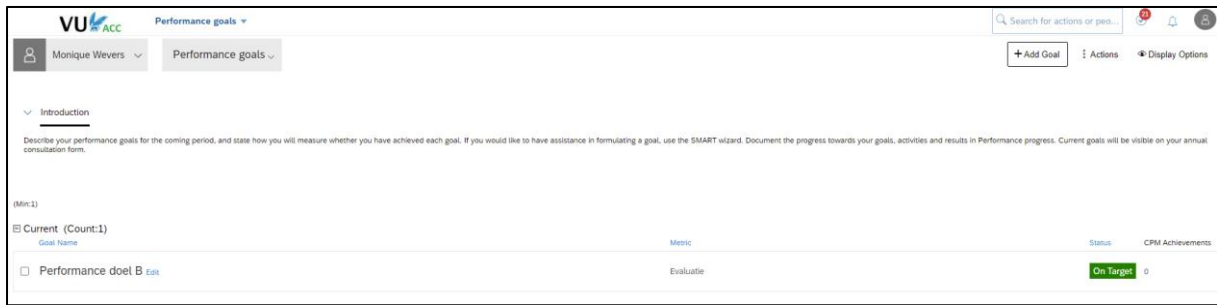
The co-manager will have access to the annual consultation form if they have been included as a matrix relation in position management. More information about this is available in the Quick Reference Cards for managers in the service portal. Requests for the creation of a matrix relationship can also be submitted to the HR Service Desk.

Bear in mind that a matrix relationship, once created, continues to exist until it is actively deleted. Whenever anyone moves to a different position in the organisation, there is a risk of errors in matrix relationships. Before activating annual consultations, you should therefore always verify that matrix relationships are up to date in the employee's profile. Before creating a matrix relationship, always consider whether it is really necessary: in some cases, the input of the co-manager can be included by asking for feedback via the Team overview.

Options and points for attention for the co-manager:

- The co-manager gains access to the annual consultation form in stage 2 – manager input. The manager and co-manager can provide input at the same time.
- Only the manager can progress the form from stage 2 to the next stage.
- From stage 3, the co-manager is able to view the form but is no longer able to make any changes to it.
- The co-manager has no access to the input from the employee and manager about the employee's development goals. The development goals cover a longer period and concern work duties that extend beyond those that involve the co-manager.

10. Performance goals and development goals



- Performance goals are agreements between the employee and manager for the forthcoming period (usually one year); what targets will the employee be working to meet, what results are expected of them? It is important to describe performance goals as accurately as possible. When has the target been reached, is it measurable, when should the target have been reached?
- Development goals are agreements between the employee and manager for a period that may extend beyond the forthcoming year. These agreements concern the employee's development progress and the activities they carry out in order to develop in a particular direction. Development goals, too, should be described as accurately as possible.
- The employee can create and edit performance goals and development goals themselves using the Performance goals and development goals options menu. They can be found by following the annual consultation links, or by searching in the annual consultation in the service portal, or by entering performance goals or development goals as search terms.
- The targets/goals are automatically inserted in the annual consultation form. Both the employee and the manager can respond to the targets/goals on the annual consultation form. The employee can bring the targets/goals up to date after their annual consultation. They can also be adjusted in the meantime if necessary, if the employee and manager agree.

11. Asking for feedback (manager)

- During the annual consultation process, the manager can ask for feedback about an employee via the Team overview in Performance documents.

VU ACC Performance documents

Reviews **Team Overview**

2021 annual consultation

2021 annual consultation

My Team	Feedback from Others	Employee input	Manager input	Annual consultation
 Anna Bruinsma	Ask for Feedback Recommended Now	✓	Review Anna	
 Aziz Baroudi	Ask for Feedback Recommended Now	In Progress		
 Pieter de Post	Ask for Feedback Recommended Now	In Progress		

- Click on Ask for feedback. Select any of the preselected employees, look for another VU employee, or enter an e-mail address yourself. The standard e-mail text may be modified. Click on Send e-mail.

Ask for Feedback about Anna Bruinsma

Send an email to 3-5 people and we will show their feedback with the performance review forms

Add existing employee
 Add external Email address

Or select from the following recommended list

- A Bosch
- ABC XYZ
- Aziz Baroudi
- Bertine van Leeuwen
- Campbelleke Noami

People:

Message:

Dear colleague,

In preparation of the annual consultation, I would like to request your feedback on your work with Anna Bruinsma. What are Anna Bruinsma's strong sides and where do you see room for improvement?

I would like to receive your feedback before 21/04/2022, so I can take it into account during the annual consultation.

- The person from whom you are asking for feedback receives the e-mail. Feedback can be given by replying to the e-mail and typing the feedback as part of the message.

Verzenden

Aan

CC

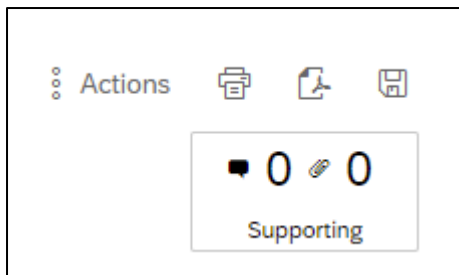
Onderwerp Notificatie: Request for feedback

Typ your feedback here. After sending, the feedback will be visible in the text balloon in the upper right corner of the annual consultation form.

~~~~~Klik op Beantwoorden en typ de feedbacktekst~~~~~

DIT IS EEN TEST

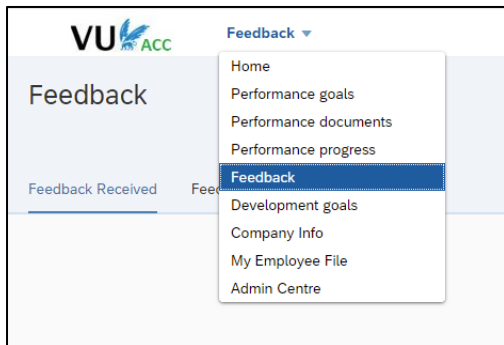
- After being sent, the text in the e-mail is linked to the annual consultation form. Feedback can be found under the conversation icon in the top-right hand corner of the form. The number shows how many colleagues have given feedback.



- Feedback that has been given can be seen by the manager from the Manager input stage. When feedback has been given, it is visible to the employee at the Employee input stage, but not yet to the manager.



## 12. Asking for feedback (employee)



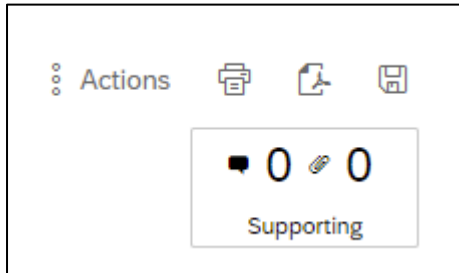
- Employees can ask for feedback at any time of the year, separately from the annual consultation, using the Feedback option.
- Click on the Ask for feedback button in the top-right hand corner.
- Select the person being asked to provide feedback, enter a subject, and adjust the questions if necessary.

A screenshot of the 'Request Feedback' form. The form has a title 'Request Feedback' and a section 'Select people' with a search bar containing the text 'Choose at least one person for this feedback'. Below the search bar, a person named 'Monique Wevers' with initials 'MW' is selected. The form then asks to 'Enter a topic and at least one question.' There is a text input field for 'Feedback Topic: \*' with the placeholder 'Enter a brief description'. Below this are three questions, each with a text input field and a blue edit icon: 'Question 1: What went well?', 'Question 2: What could I improve on?', and 'Question 3: Any additional comments?'. At the bottom right, there are 'Send' and 'Cancel' buttons.

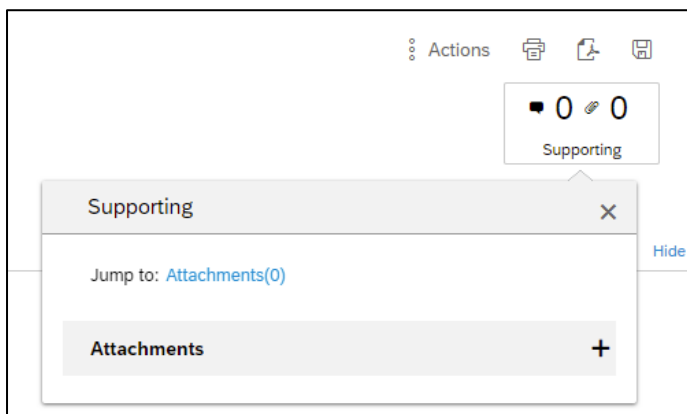
- Feedback that has been received can be linked to the goals/targets. For further information, please see the Feedback topic in the service portal.
- Feedback cannot be automatically linked to the annual consultation. There are two ways of making feedback available for the annual consultation:
  - By making it visible to the manager
  - By copying and pasting it, and by adding it as an attachment.

### 13. Options, printing, PDF, reading the feedback, and adding attachments.

A number of support options are available in the top-right hand corner of the annual consultation form:



- System information about the form can be found under Actions, such as details about the route the form has taken.
- The print icon can be used to print the annual consultation form.
- The PDF icon can be used to create a PDF version of the annual consultation form.
- The disk icon can be used to store the form, at any time.
- A text balloon is located above Supporting, on the left. The feedback can be found under this balloon if it has been requested by the manager using the Team overview (see Asking for feedback by the manager, elsewhere in this manual). The number indicates how often feedback has been given.
- A paper clip symbol can be found near Supporting, to the right. This can be used for adding or viewing an attachment. Click on the plus symbol to add an attachment. The number shows how many attachments have been added.



## 14. Report Annual Consultation

A report Annual Consultation has been developed for supervisors that allows you to understand the status of forms. This is report HR306 - Annual Consultation in the SuccessFactors report center. With this report you can monitor which process step a form is in and how many forms have been completed. This is provided both by supervisor (for direct and indirect reports) and by organizational unit.

The report center can be accessed through the [service portal](#), or within SuccessFactors by clicking on the tile Report Centre:



Or by choosing 'Reports' from the drop-down menu:

