

# OPEIU Performance Evaluation Training

**Human Resources**  
**June 2023**

# Today's Objectives

## Part I: OPEIU Performance Review Overview

- Evaluation Form

## Part II: Performance Management and Goal Setting

- Discuss the importance of performance appraisals
- Define the steps in the performance appraisal process
- Learn how to set and manage goals
- Discuss performance evaluation and assessment
- Learn how to give meaningful feedback and how to conduct the meeting
- Discuss handling poor performers/performance
- Discuss the benefits of goal setting
- Setting SMART goals
- Establishing performance expectations

# The OPEIU Performance Review Overview

- Overall rating of performance, 2 options
  - Ratings based on competencies
  - Narrative
- Addition of “Exceptional Award”
- Evaluation form can be found on the HR website ([hr.njit.edu](http://hr.njit.edu))
  - “Performance Development” and “Training and Resources”
  - Form is PDF writeable and can be routed and signed electronically
- Approvals
- Performance Evaluation Meeting

# Section I: Competency Review

## Section I: Competency Performance Ratings

Planning performance at the beginning of the performance period: Determine performance competencies that are most relevant to this individual's job. You may utilize the university competencies dictionary as a guideline. You are encouraged to customize performance requirements for core & functional competencies that are most relevant to success in the position.

|                    |  |                            |                   |
|--------------------|--|----------------------------|-------------------|
| <b>Competency:</b> |  | <b>Performance Rating:</b> | Select a rating ▾ |
| <b>Comments :</b>  |  |                            |                   |

|                    |  |                            |                   |
|--------------------|--|----------------------------|-------------------|
| <b>Competency:</b> |  | <b>Performance Rating:</b> | Select a rating ▾ |
| <b>Comments :</b>  |  |                            |                   |

|                    |  |                            |                   |
|--------------------|--|----------------------------|-------------------|
| <b>Competency:</b> |  | <b>Performance Rating:</b> | Select a rating ▾ |
| <b>Comments :</b>  |  |                            |                   |

# Section I: Competency Review, cont'd.

## NCAA Compliance (if applicable)

|  |  |
|--|--|
| Works in accordance with the rules and regulations of the National Collegiate Athletic Association (NCAA). | Performance Rating: <input type="text" value="Select a rating"/> |
| <b>Comments:</b><br><div style="background-color: #e6f2ff; height: 40px; border: 1px solid black;"></div>  |  |
| <input type="button" value="Comments"/>  |  |

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## Summary of Overall Performance for the Year

|                  |                          |                          |                          |                          |
|------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Overall Rating : | MS                       | MR                       | MR -                     | FS                       |
|                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Summarize the employee's overall job performance. Include any additional information already addressed that you feel is relevant:

## Performance Plan

*The goals and objectives for next year – needs to be clearly communicated, preferably in writing*

# Section II: Narrative Review

## Section II: Narrative Evaluation Form

### Summary of Overall Performance for the Year

| Overall Rating : | MS                       | MR                       | MR -                     | FS                       |
|------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Summarize the employee's overall job performance. Include any additional information already addressed with the employee that you feel is relevant:

# Section II: Narrative Review, cont'd.

## Goals and Performance Plan

*The goals and objectives for next year – needs to be clearly communicated, preferably in writing*

|  |
|--|
|  |
|--|

## NCAA Compliance (if applicable)

|  |  |
|--|--|
| Works in accordance with the rules and regulations of the National Collegiate Athletic Association (NCAA). | Performance Rating: <input type="text" value="Select a rating"/> |
| Comments:<br><div style="background-color: #e6f2ff; height: 80px;"></div>                                  |  |

# Section III: Signature Page

## Section III: Signatures and Employee Comments

| EMPLOYEE'S SECTION   |  |
|--|--|
| (If additional space is needed to answer any of the following questions, please attach additional sheet.)  |  |
| This evaluation has been discussed with me and I have been offered the opportunity to comment.   |  |
| Employee's Signature: _____  | Date: _____  |
| 1. I concur with evaluation <input type="checkbox"/>   | I do not concur with evaluation <input type="checkbox"/> |
| I concur, with the following comments, concerning my evaluation: _____   |  |
| Comments:  |  |
| <div style="background-color: #e6f2ff; height: 60px; border: 1px solid black;"></div>  |  |
| 2. How do you feel your performance can be improved?   |  |
| <div style="background-color: #e6f2ff; height: 60px; border: 1px solid black;"></div>  |  |
| UNIVERSITY CERTIFICATION   |  |
| <b>NOTE:</b> Follow Steps 1 through 3 below <i>prior</i> to meeting with employee and/or obtaining employee's signature. After employee signature is obtained, return completed form back to Human Resources. Human Resources will share information as necessary, with appropriate representatives of the university and/or the employee. Formal, written, timely submitted rebuttals, will be shared as appropriate, prior to final certification and filing of the evaluation and prior to final merit award decisions. |  |
| 1) Signature of Evaluating Supervisor: _____   | Date: _____  |
| 2) Signature of Department/Office/Division Head if different than above: _____   | Date: _____  |
| 3) Signature of Vice President : _____   | Date: _____  |
| 4) Signature of Human Resources: _____   | Date: _____  |
| * Recommendations for Merit Awards and Annual Contracts should be made in consultation with the Area Vice President.   |  |



# OPEIU Rating Definitions

- MS** – Consistently demonstrates *mastery* of the position's established requirements and responsibilities as well as showing an inexhaustible learning curve and initiative within the position's parameters. *The excellent employee in all regards best defines this rating.*
- MR** – Consistently *meets* most or all established requirements and reasonable expectations. All employees are expected to meet those standards as set out for them in position description and published performance program as a condition of employment in good standing.
- MR-/FS** – Minimally meets most of the established requirements *or* falls short, on balance, of established requirements. Note: While good employees and potentially good employees may, from time to time, not meet minimum levels of consistently acceptable performance, it does not mean that an employee who may fall short in certain aspects of performance has not met overall standards of the position.

# Section IV: Exceptional Award Recommendation

|   |  |
|---|--|
| <input type="checkbox"/> Recommended for exceptional performance award. |  |
|   |  |
| <b>Department Head</b>  |  |
| <input type="checkbox"/> I concur with the evaluation                   | <input type="checkbox"/> I do not concur with the evaluation |
| Signature: <input type="text"/>   | Date : <input type="text"/>                                  |
|   |  |
| <b>Vice President</b>   |  |
| <input type="checkbox"/> I concur with the evaluation                   | <input type="checkbox"/> I do not concur with the evaluation |
| Signature: <input type="text"/>   | Date : <input type="text"/>                                  |
|   |  |

I recommend  for an Exceptional Award for their contributions, as described here:

# OPEIU Deadlines and Appeals

## Deadlines

- Final Evaluations due to Human Resources **no later than June 15<sup>th</sup>**
- Employee has 10 days to review and sign the evaluation from date of receipt

## Appeals

- Must file written appeal within 2 weeks of notice of award
- Limit to 10 appeals during any one awarding period (1 year)
- All appeals will be heard together within 30 days of the end of the filing period
- Merit Review Committee hears appeals

# **Part II: Performance Management and Setting Goals and Performance Expectations**

# Objectives

- Discuss the importance and steps included in performance management
- Discuss performance evaluation and assessment
- Learn how to give meaningful feedback and how to conduct the feedback meeting
- Discuss handling poor performers/performance
- Learn how to set and manage goals

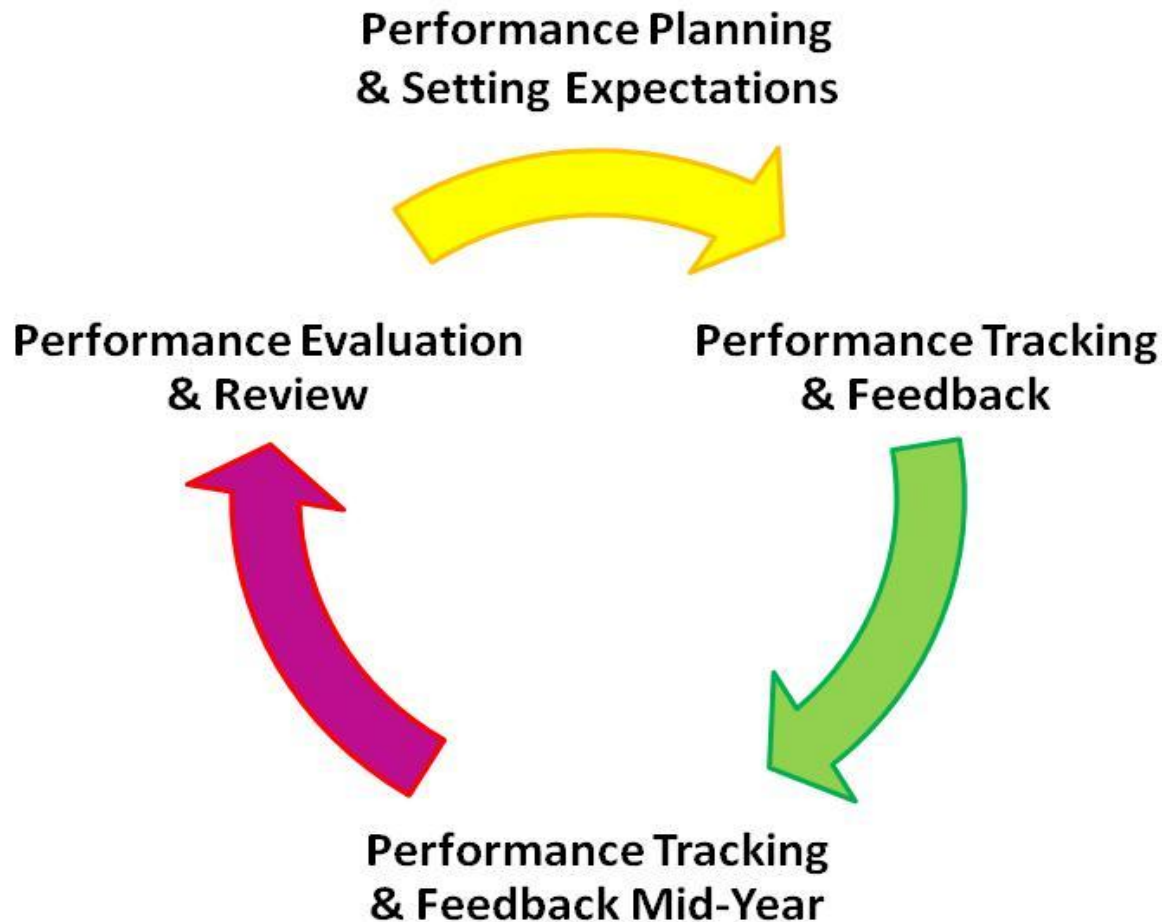
# Why Do It?



## ***Because:***

- Good, effective performance management is a key element in the morale and retention of our best people
- The performance review is a tool to help managers maximize the performance of their employees
- Feedback mechanism
- Formal codification of employee performance for a specified time period

# Performance Management Cycle



# Performance Reviews



# Rating Guidelines

- Rate results, not the person
- Rate the current performance year only
- Rate present performance, not potential
- Rate performance, not salary level or compensation
- Rate the employee's work as a whole
- Make thoughtful decisions, give yourself time to think
- Beware of managerial "guilt"



# Ways to Reduce Bias

- Have clear goals and performance expectations
- Have regular feedback meetings
- Base ratings on results and behaviors
- Have consistent standards for those being evaluated

# Potential Issues When There Is...

- No written performance plan
- No documentation of poor performance
- Little or no discussion of expectations
- Meeting focuses on “putting out fires”
- Little or no ongoing feedback on performance
- Short, perfunctory annual meeting focusing on merit pay



# Performance Reviews- What NOT to say

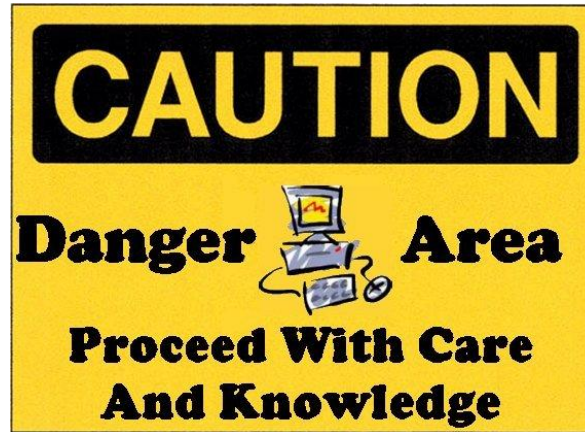
- If the employee has been out on a validated medical leave, do not mention this in the evaluation- the goals will need to be adjusted
- ADA Accommodations
- Unexcused absences, unless already discussed (with follow-up actions)
- Do not make the evaluation personal or about personality; support the review and feedback with observable, objective, and quantifiable data.

# Performance Evaluation Meeting

# Key Actions for Conducting a Collaborative Performance Evaluation Meeting

- Prepare for a focused discussion
- Set expectations
- Invite Discussion
- Share your core points
- Jointly decide next steps
- Summarize the core points

# Giving Feedback: Caution



- Can be a highly emotional meeting
- Stay calm: emotion fuels emotion
- Be respectful
- Discuss an employee's actions as much as possible
- Proceed slowly
- Do not threaten
- Offer guidance and support for corrective action

# Tips for Resolving any Disconnects

- Stick to facts
- Link areas of disconnect to the employee's or NJIT's goals
- Avoid lectures
- Remain open to revising your opinion



# Poor Performers: What to Do?

- It is your job to address the problem and develop a:
  - Detailed performance plan
  - Shortened review cycle
  - Clear, mutually determined remediation plan
  - Separate review and feedback, and...
- Check to ensure that the employee had:
  - ✓ Clear directions
  - ✓ Needed resources
  - ✓ Appropriate training
  - ✓ Ongoing feedback

# Ignoring Poor Performers

- Behavior is contagious
- Low work group morale
- Loss of respect of direct reports
- Overworked contributors
- High Attrition

# Outcome of Meeting

Direct report should have a clear idea of:

- Accomplishments and shortfalls
- Achievement of goals from last year?
- Strengths and development needs
- Areas for improvement
- What is required for excellence
- Goals and objectives for the new year

# Writing Performance Goals

# Definition

A goal is, “a statement that describes an action or task with a *measurable end result* and *timeframe for completion*.”

# Benefits to Goal Setting

- Focuses your time and energy on actions that make a difference
- Helps you decide between conflicting priorities
- Ensures meaningful contributions
- Ensures actions are aligned with the 2025 Strategic Plan



# Setting Performance Expectations



# Setting SMART Goals





# Not “SMART”

*Answer the phone within two rings.*

# “SMART”

*Answer the phone within two rings to decrease wait times for clients by 15%. If not possible due to unforeseeable circumstances, return each missed phone call by the end of the workday.*

# Individual Development Plan (IDP)

## Goals

- Focus on what can be done to increase effectiveness
- Highlight areas for professional growth, including new skill or knowledge
- Look to strengthen areas of current strength (making the strong, stronger)

***IDP goals are not performance goals, but are based on the competencies your position requires for success.***

# Development Strategies

- On the job
- Coaching
- Special assignments
- Presentations to group
- Cross-training in department
- Observation of “mentor”
- Courses, seminars, workshops
- Professional group membership
- Independent study/reading

# IDP Examples

| <b>IMPROVEMENT/DEVELOPMENT GOAL<br/>(Identify up to 3 development goals)</b> | <b>ACTION STEPS TO<br/>ACHIEVE GOAL</b>                                 | <b>ACCOMPLISHMENT</b> |
|--|---|-----------------------|
| To become proficient in writing formulas in MS Excel                         | Participate in Lynda.com Excel Formula class, by 11/15/23               |                       |
| To learn how to prepare and monitor/track the division budget                | Assist in monitoring division's FY23 budget and prepare the FY24 budget |                       |



# Thank You!

***For Assistance and Questions Please  
Contact Us:***

**performance@njit.edu**

**NJIT**

New Jersey Institute of Technology