

OPEIU Performance Evaluation Training

**Human Resources
June 2024**

Today's Objectives

Part I: Performance Review

- Discuss the importance of performance appraisals
- Define the steps in the performance appraisal process
- Discuss performance evaluation and assessment

Part II: Goal Setting

- Learn how to set and manage goals
- Discuss the benefits of goal setting
- Setting SMART goals
- Establishing performance expectations

Part III: Performance Review Meeting

- Learn how to give meaningful feedback and how to conduct the meeting
- Discuss handling poor performers/performance

Part IV: Compensation

- Merit Threshold and Contract Guidelines

The OPEIU Performance Review Overview

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

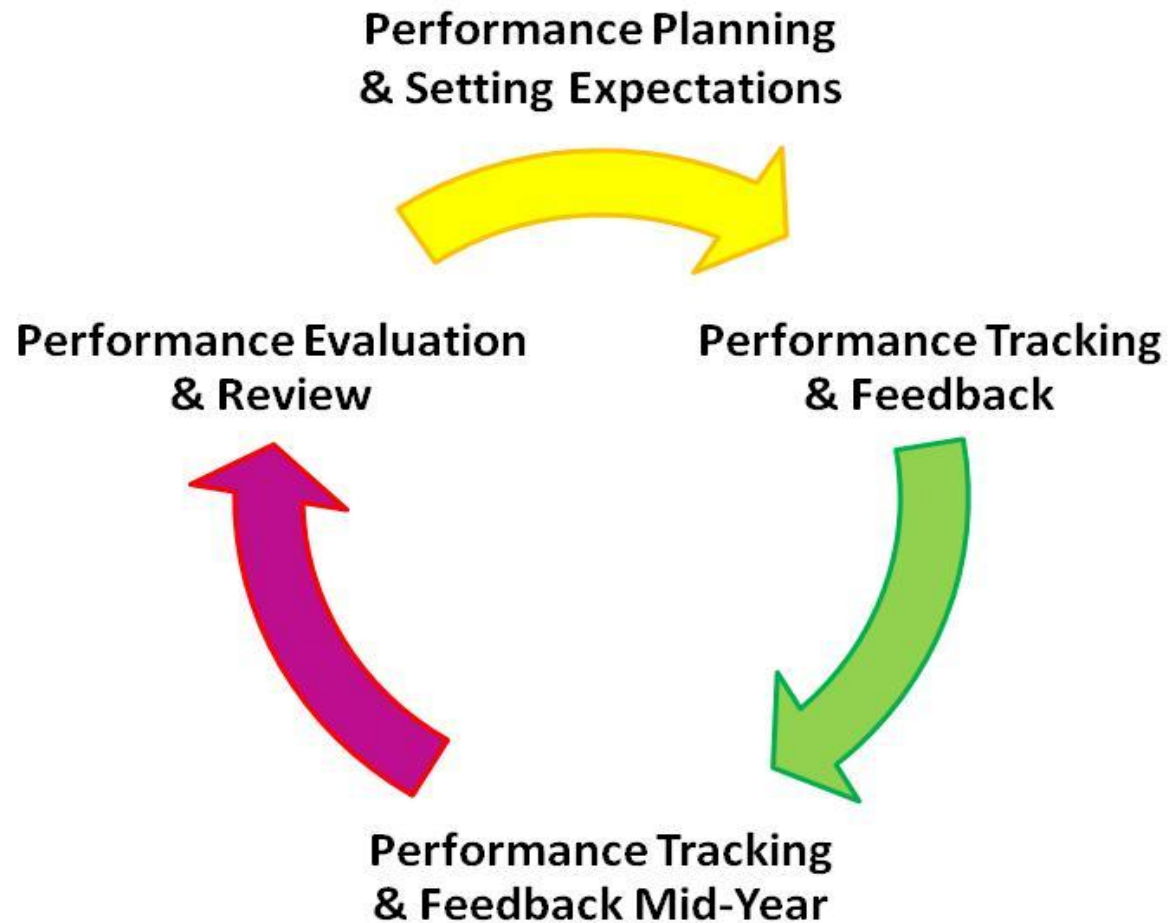
Why Do It?



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
- Fairness and equity will drive retention

Performance Management Cycle



Part I: 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

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.

OPEIU Rating Definitions

- **Mastery of Standards (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.*
- **Meets Requirements (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.
- **Meets Requirements at Minimum Level (MR-) or Falls Short of Standards (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 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.

Competency:		Performance Rating:	Select a rating ▾
Comments :			

Competency:		Performance Rating:	Select a rating ▾
Comments :			

Competency:		Performance Rating:	Select a rating ▾
Comments :			

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 IV: Exceptional Award Recommendation

<input type="checkbox"/> Recommended for exceptional performance award.	
Department Head	
<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"/>
Vice President	
<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:

Part II: 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

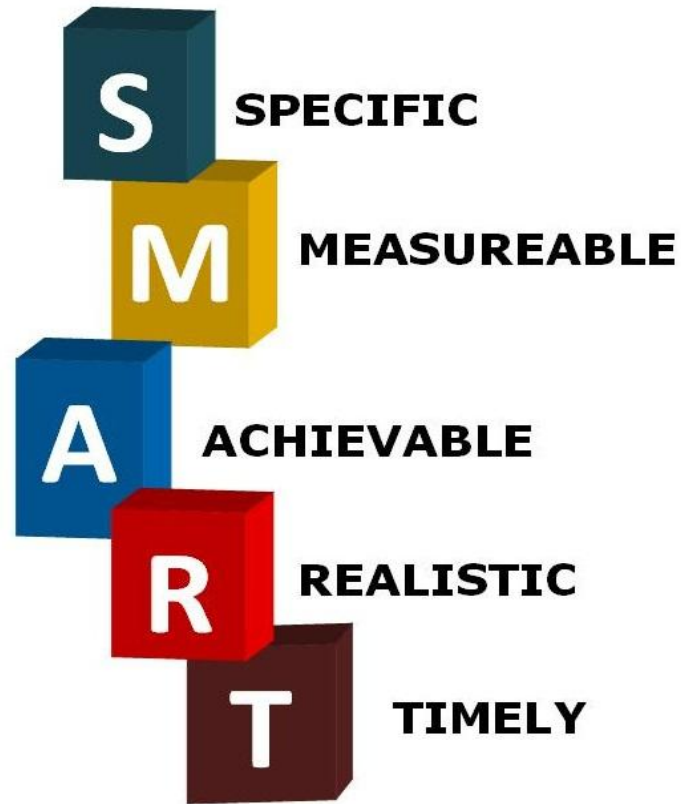
- Focuses your time and energy on actions that make a difference
- Helps you decide between conflicting priorities
- Ensures meaningful contributions
- Ensures actions are aligned with the 2025 Strategic Plan



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.

Performance Plans

- 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)

Development Strategies

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

Performance Plan Examples

IMPROVEMENT/DEVELOPMENT GOAL (Identify up to 3 development goals)	ACTION STEPS TO ACHIEVE GOAL	ACCOMPLISHMENT
To become proficient in writing formulas in MS Excel	Participate in LinkedIn Learning Excel Formula class, by 11/15/24	
To learn how to prepare and monitor/track the division budget	Assist in monitoring division's FY24 budget and prepare the FY25 budget	

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"/>
Comments: <div style="background-color: #e6f2ff; height: 40px; border: 1px solid black;"></div>	
<input type="button" value="Comments"/>	

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, 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: <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	
NOTE: 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.	

Part III: Performance Evaluation Meeting

Effective Feedback Conversations

Key Principles:

- Communication
- Fairness
- Respect
- Employee Involvement
- Conflict Resolution



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

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

OPEIU Deadlines and Appeals

Deadlines

- Final Evaluations due to Human Resources **no later than June 15th**
- 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

Merit Compensation

- Under the OPEIU union the merit rating is a 4-point scale.
- The number of employees receiving a rating of "Fall Shorts" shall not exceed 5% of eligible employees.
- The number of employees receiving an Exceptional Award shall not exceed 33% of eligible employees in any one year.

For Evaluation Year 2023-2024, which is paid in 2024-2025 year

Rating	Percentage Raise	One-Time Payment
Falls Short	0.0%	\$0.00
Meets Requirements	3.5%	\$0.00
Mastery of Standards	3.5%	\$0.00
Exceptional Award	3.5%	\$400.00

Note: The threshold is based on the total employee population of the OPEIU union.



Thank You!

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

asktod@njit.edu

NJIT

New Jersey Institute of Technology