

OPEIU Performance Evaluation Training

Today's Objectives

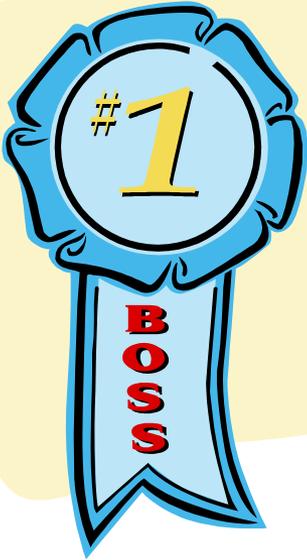
Part I: OPEIU Performance Review Overview

- 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

Supervisor's Roles and Responsibilities



- Have quarterly check-in meetings with your employees to discuss goal status, expectations and performance.
- Collect data and appropriate performance information
 - Meeting notes
 - Critical incidents
 - Information gathered from others who have worked with employee
 - Progress reports
- Be clear on your expectations and standards for the employee's performance
- Write evaluation and responses to accomplishments
 - Goals
 - Competencies
- Rate employee on overall performance
- Set performance goals/expectations and development needs for FY23. Conduct performance feedback discussion.

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 HR’s website under “Performance Evaluation”:
 - www.hr.njit.edu
 - Form is PDF writeable and can be routed and signed electronically
- 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.

Competency:		Performance Rating:	Select a rating <input type="button" value="v"/>
Comments :			

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Comments :			

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Comments :			

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

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

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NCAA Compliance (if applicable)

Works in accordance with the rules and regulations of the National Collegiate Athletic Association (NCAA).	Performance Rating: <input style="background-color: #e6f2ff;" type="text" value="Select a rating"/> <input type="button" value="v"/>
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="border: 1px solid black; height: 60px; width: 100%;"></div>	
2. How do you feel your performance can be improved?	
<div style="border: 1px solid black; height: 60px; width: 100%;"></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.	

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.

**Two consecutive reviews of the employee not meeting expectation leads to termination.

NEW

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:

OPEIU Deadlines and Appeals

Deadlines

- 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

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?

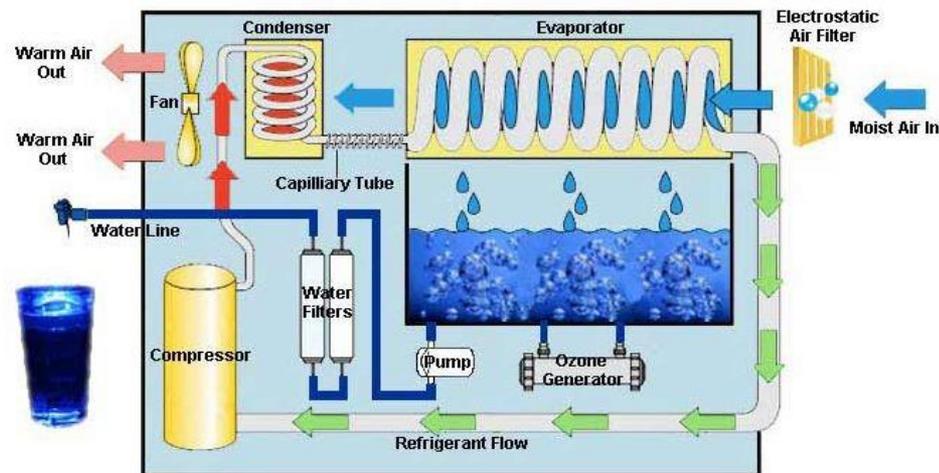


Because:

- 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

How the Process Should Work

- Clear expectations and performance goals established last year for FY22
- Regular status updates and feedback
- Annual feedback meeting
 - Review skills, accomplishments, areas for improvement, plan of action (goals)
- Performance and individual development goal setting for FY23



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 check-in 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

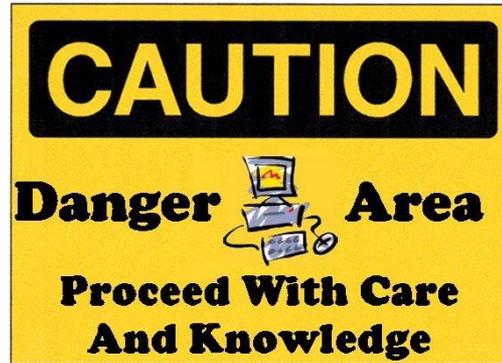
- If the employee has been out on a validated medical leave, do not mention this in the evaluation- the goals will need to be adjusted
- ADA Accommodations
- Unexcused absences, unless already discussed (with follow-up actions)
- Do not make the evaluation personal or about personality; support the review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

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

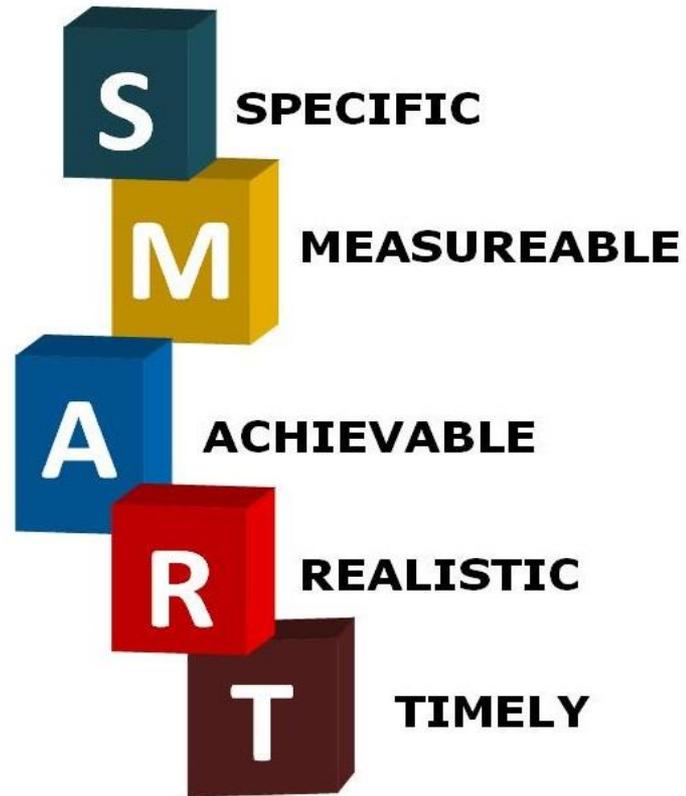
- Focuses your time and energy on actions that make a difference
- Helps you decide between conflicting priorities
- Ensures meaningful contributions
- Ensures actions are aligned with the 2025 Strategic Plan



Setting Performance Expectations



Setting SMART Goals



Guidelines for Setting SMART Goals

What: define expectations in action-oriented terms

How: identify key behavioral expectations

Who: who is accountable

When: milestones and deadlines

To what extent: what does success look like

Not “SMART”

Create tracking system for eMerchant.

“SMART”

In order to successfully track the department’s eMerchant requisitions, create a tracking spreadsheet in excel that includes supplier name, requisition number, invoice number, date check was disbursed and any other pertinent information. The spreadsheet should be updated daily to reflect up to date information on the department’s requisitions. The tracking spreadsheet should be created by July 31, 2020.

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

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 Lynda.com Excel Formula class, by 11/15/20	
To learn how to prepare and monitor/track the division budget	Assist in monitoring division's FY21 budget and prepare the FY22 budget	



Thank You

For Assistance and Questions Please Contact:

Joana Dos Santos extension 4102 or email:

performance@njit.edu

For more training please log on to LinkedIn Learning or visit our website at hr.njit.edu