Performance Management Training for PSA and Non-Aligned

Department of Human Resources

June 2024

FY24
Non-Aligned Performance Management Application

Application Capability

- Two supervisor routing and input
- Print friendly capability
- Copy and paste functionality from word document
- Unlimited character limit, per dialogue box
- Error message details
- 120 minute time-out limit
- Return for correction, with explanation
- Can enter up to 10 goals/accomplishments
- Can access remotely, using VPN

New: Preferred Name & AutoSave

Accessing the PSA and Non-Aligned Performance Management Applications

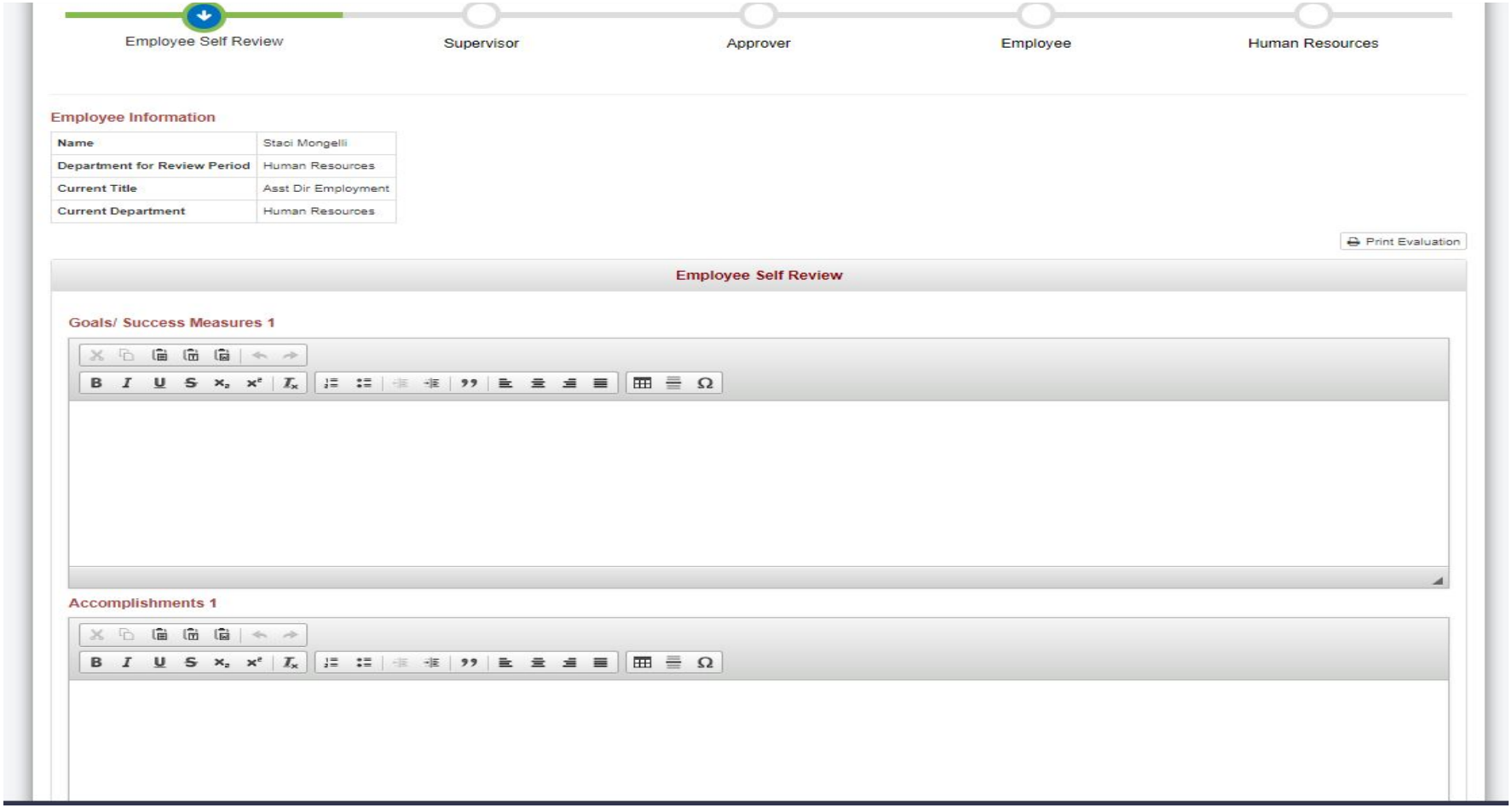
MyNJIT login> Performance & Training Card> Performance Management - PSA Staff, Non-Aligned

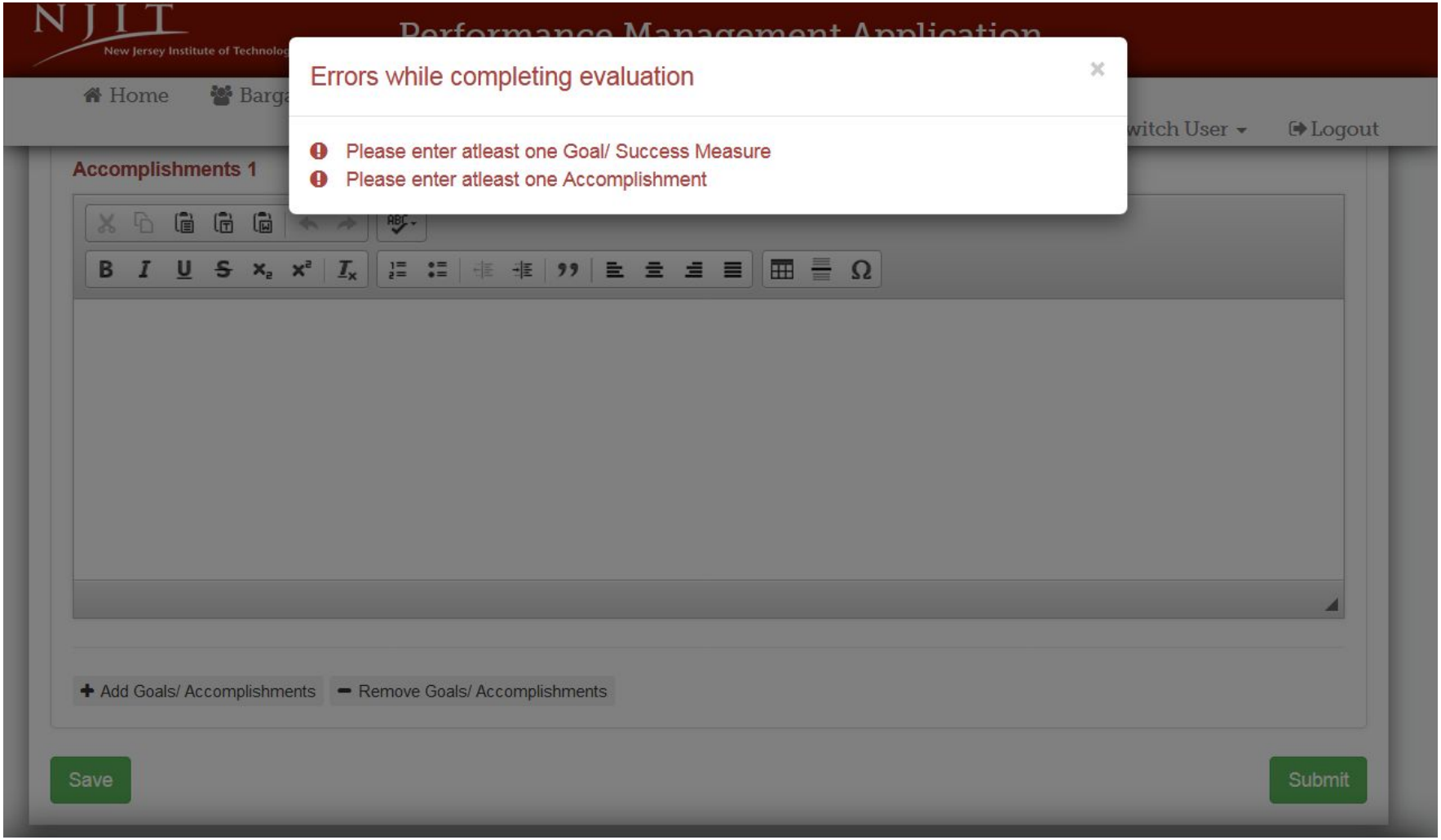
Instructions

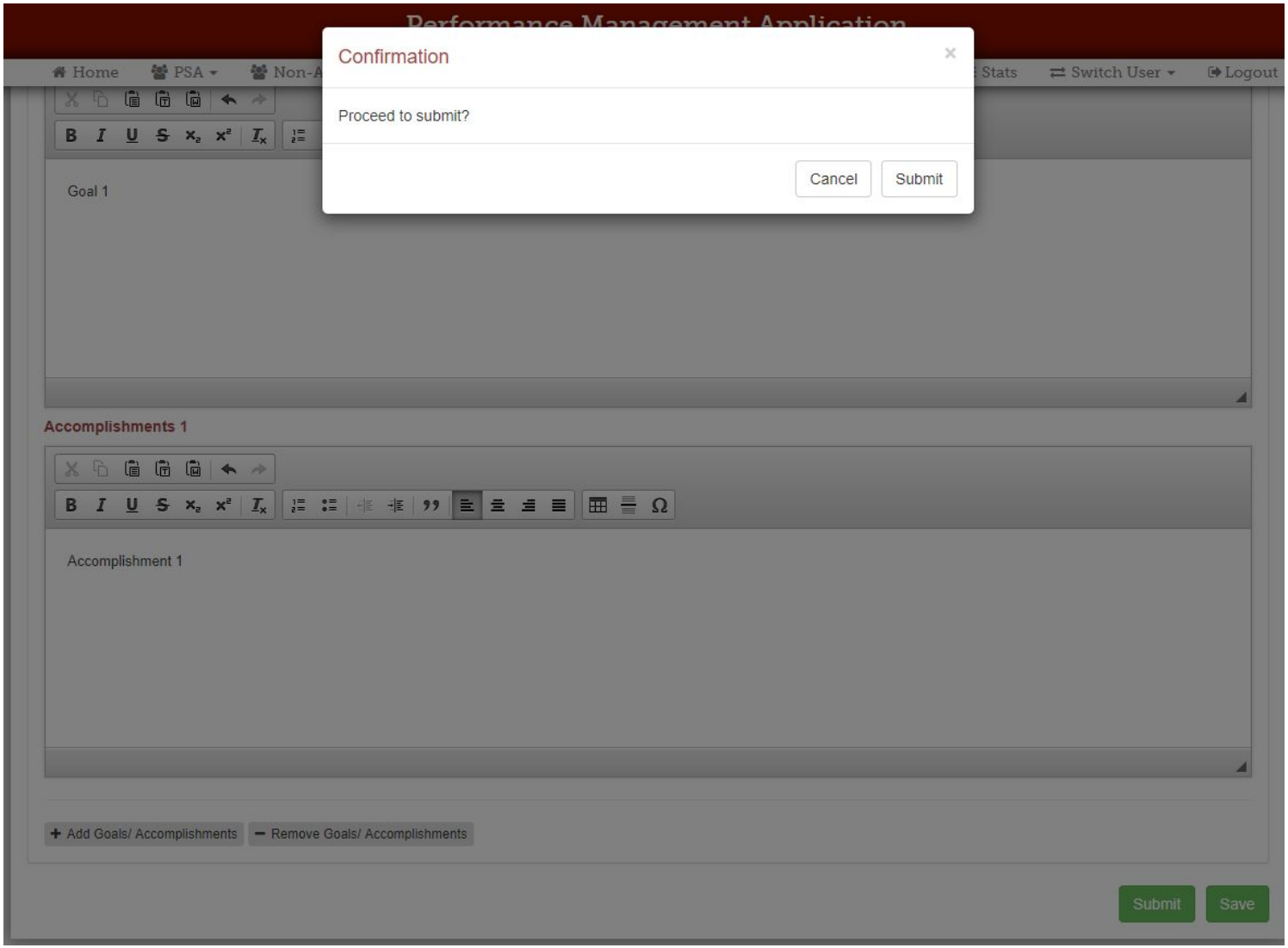
To complete Self Review:

- Scroll to the bottom and click "Self Review".
- In the Goal/Success Measures section, enter your goals/ performance expectations for the current review period (upto a maximum of 10). If no specific goals for period under review were set in your last performance evaluation, please write what you worked on and/or were expected to accomplish during the year, including success measures.
- In the "Describe your accomplishments" section describe your goals and success measures.
- Click "Submit" to submit your self review to your supervisor. At this point, your review is locked and is not editable anymore.
- Your supervisor will complete his/her evaluation of your performance, related competencies, and apply an overall rating. Your supervisor will then send your review to their manager for approval. Once the review is approved, you will be able to see all the comments and ratings, and your supervisor will schedule a feedback meeting with you to review and discuss your performance and rating.
- Following the feedback session you will have the opportunity to add comments, indicate if you concur or not with the review and rating, and electronically submit the review to Human Resources.
    - Enter comments in the "Employee Comments" box (required if you click Disagree).
    - Indicate you "agree" or "disagree" with the performance review by selecting the appropriate option and indicate if your supervisor has discussed the review with you.
    - Click "Submit to Human Resources" to submit your review.This action will be considered as "signing" your performance review, not that you have agreed with it, as noted above.
    - Your supervisor will receive an email indicating that you have signed and submitted your review to Human Resources.

Self Review


Employee Self Review
Supervisor
Approver
Employee
Human Resources
Employee Information
Name
Staci Mongelli
Department for Review Period
Human Resources
Current Title
Asst Dir Employment
Current Department
Human Resources
Print Evaluation
Employee Self Review
Goals/ Success Measures 1
Accomplishments 1


NJIT
New Jersey Institute of Technolog
Performance Management Application
Home
witch User
Logout
Errors while completing evaluation
Please enter atleast one Goal/ Success Measure
Please enter atleast one Accomplishment
Accomplishments 1
Add Goals/ Accomplishments
Remove Goals/ Accomplishments
Save
Submit


Performance Management Application
Home
PSA
Non-A
Stats
Switch User
Logout
Confirmation
Proceed to submit?
Cancel
Submit
Goal 1
Accomplishments 1
Accomplishment 1
+ Add Goals/ Accomplishments
− Remove Goals/ Accomplishments
Submit
Save

Dear……,

This is an automated message.

This is to confirm that your self review has been submitted to your supervisor. You can view the submitted self review by logging in to the Performance Management Application to process the evaluation.

Thank you.
Department of Human Resources
New Jersey Institute of Technology

Dear……,

This is an automated message.

……of ……department has submitted their self review for your evaluation.

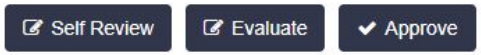
Please log into the Performance Management Application to process the evaluation.

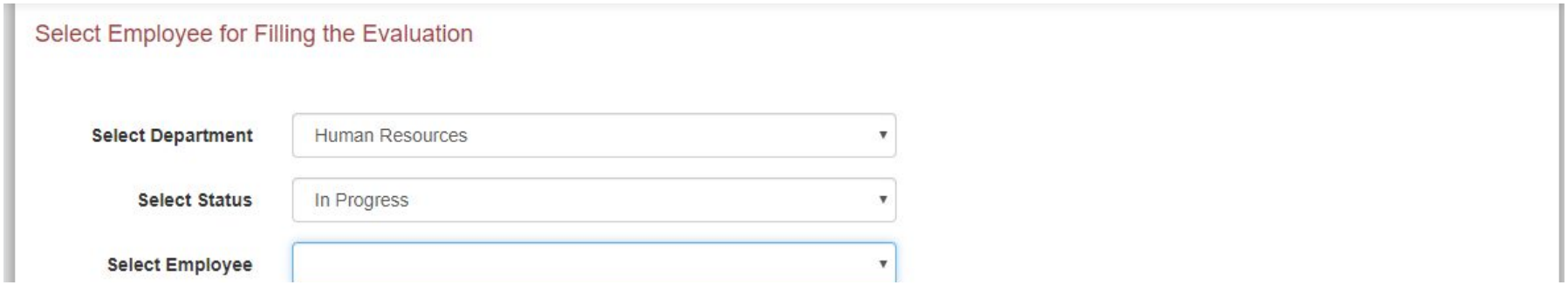
Thank you.
Department of Human Resources
New Jersey Institute of Technology

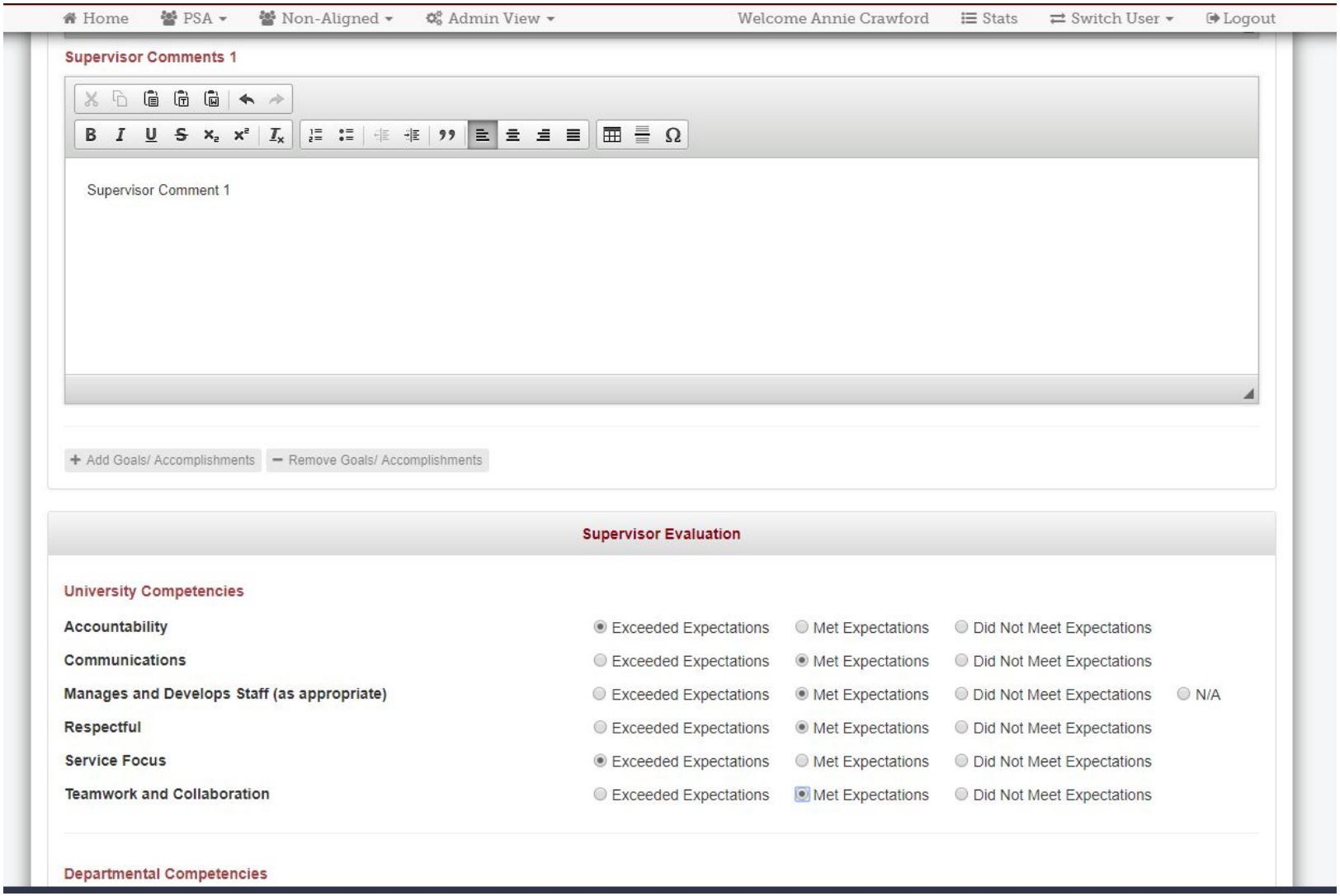
- •Using the drop down box, click on the department, note the review's status, and select employee.
- Complete the "Supervisor Comments" section for each of the employee's goals or performance expectations.
- If you need additional information from the employee you can return the self review to the employee by clicking the "Return for Correction" button. Note reason for return in the comments box.
    - The employee will receive an email to revise their review and resubmit it to you when revised.
- The University Competency section review is completed using the rating scale next to each competency. For the definition of each performance rating please **click here** . You may use the comment box to add comments to support your ratings.
- The Departmental Competency section requires a minimum of three (3) competencies specific to the position. More departmental competencies may be added as appropriate by clicking "Add".
    - If the employee is a supervisor, please note the **Manages and Develops Staff** competency in this section.
    - To access the Competency Directory, **click here** .
    - To access the Competency Directory For Senior Staff, **click here**.
- Indicate an overall rating to the employee's performance.
- Add comments to the "Supervisor Comments" box (optional).
- Complete the performance goals/plans and individual development plan section for employee for next year. We encourage a preliminary discussion with the employee concerning performance goals and development needs.
- You may also save a copy of the review and/or print a copy for your files by selecting "file" and "print" from the browser tool bar.
- Click "Submit to Approver" to send the review to the approver for their review and approval.
    - If you are designated as both the supervisor and approver, you are done.
- Following approval you will receive an email. Once approved, the review is open for the employee to access and read.
- Schedule a review feedback meeting with the employee, reminding them to read the performance review prior to the meeting.
    - Following this feedback session, the employee may add comments and must indicate if she/he agrees/disagrees with the review, and sign (check box) stating that you, the supervisor, has discussed the review with him/her.
    - You will receive an email that the review has been signed and submitted to Human Resources, completing the process.

To approve:

- Scroll to the bottom and click "Approve"
- Using the drop down box, click on the department, note the review's status, and select employee.
- If you need additional information from the supervisor before you approve the review click the "Return for Correction" button. Note reason for return in the comments box.
    - The supervisor will receive an email to revise the review and resubmit the evaluation.
- You may also save a copy of the review and/or print a copy for your files by selecting "file" and "print" from the browser tool bar.
- When you are ready to approve, click "Submit".
    - The employee's performance review is now open for the employee to read in preparation of the feedback discussion meeting with their supervisor.
    - The employee and supervisor will receive an email noting the review has been approved and to schedule the performance review feedback meeting.




Select Employee for Filling the Evaluation
Select Department
Human Resources
Select Status
In Progress
Select Employee


Home
PSA
Non-Aligned
Admin View
Welcome Annie Crawford
Stats
Switch User
Logout
Supervisor Comments 1
Supervisor Comment 1
+ Add Goals/ Accomplishments
− Remove Goals/ Accomplishments
Supervisor Evaluation
University Competencies
Accountability
Exceeded Expectations
Met Expectations
Did Not Meet Expectations
Communications
Exceeded Expectations
Met Expectations
Did Not Meet Expectations
Manages and Develops Staff (as appropriate)
Exceeded Expectations
Met Expectations
Did Not Meet Expectations
N/A
Respectful
Exceeded Expectations
Met Expectations
Did Not Meet Expectations
Service Focus
Exceeded Expectations
Met Expectations
Did Not Meet Expectations
Teamwork and Collaboration
Exceeded Expectations
Met Expectations
Did Not Meet Expectations
Departmental Competencies

Departmental Competencies

Competency 1	◉ Exceeded Expectations	○ Met Expectations	○ Did Not Meet Expectations
Competency 2	○ Exceeded Expectations	◉ Met Expectations	○ Did Not Meet Expectations
Competency 3	◉ Exceeded Expectations	○ Met Expectations	○ Did Not Meet Expectations

+ Add Competency − Remove Competency

NCAA Compliance (for athletics only)

Works in accordance with NCAA rules and regulations	○ Meets Requirements	○ Does Not Meet Requirements	◉ N/A

Overall Rating

Overall Rating	○ Exceeded Expectations	◉ Met Expectations	○ Did Not Meet Expectations

Supervisor Comments

Supervisor Comment

Goal Entry

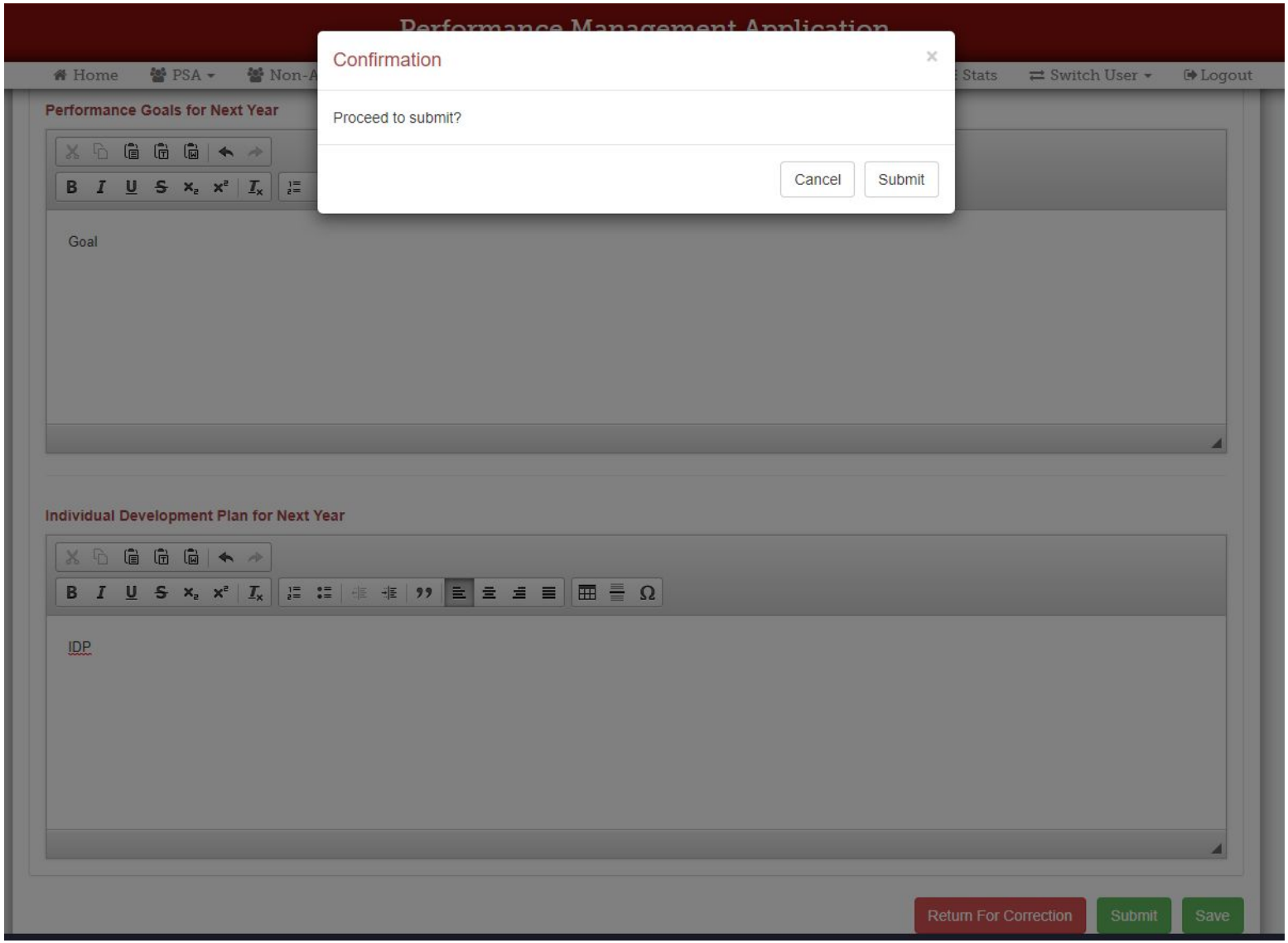
Changes:

- Removed from Evaluation
- New System - Performyard
- Concurrently submitted

Advantages:

- Goals will automatically carry over year to year
- Access goals all year
- Ability to track goal progress with completed tasks and in real time

We will host an additional training in July to prepare everyone prior to evaluation deadlines.


Performance Management Application
Home
PSA
Non-A
Stats
Switch User
Logout
Confirmation
Proceed to submit?
Cancel
Submit
Performance Goals for Next Year
Goal
Individual Development Plan for Next Year
IDP
Return For Correction
Submit
Save

Dear……,

This is an automated message requesting your action regarding the evaluation of …….of Human Resources.

Please log into the Performance Management Application to process the evaluation.

Thank you.
Department of Human Resources
New Jersey Institute of Technology

- *Using the drop down box, click on the department, note the review's status, and select employee.
- Complete the "Supervisor Comments" section for each of the employee's goals or performance expectations.
- If you need additional information from the employee you can return the self review to the employee by clicking the "Return for Correction" button. Note reason for return in the comments box.
  - The employee will receive an email to revise their review and resubmit it to you when revised.
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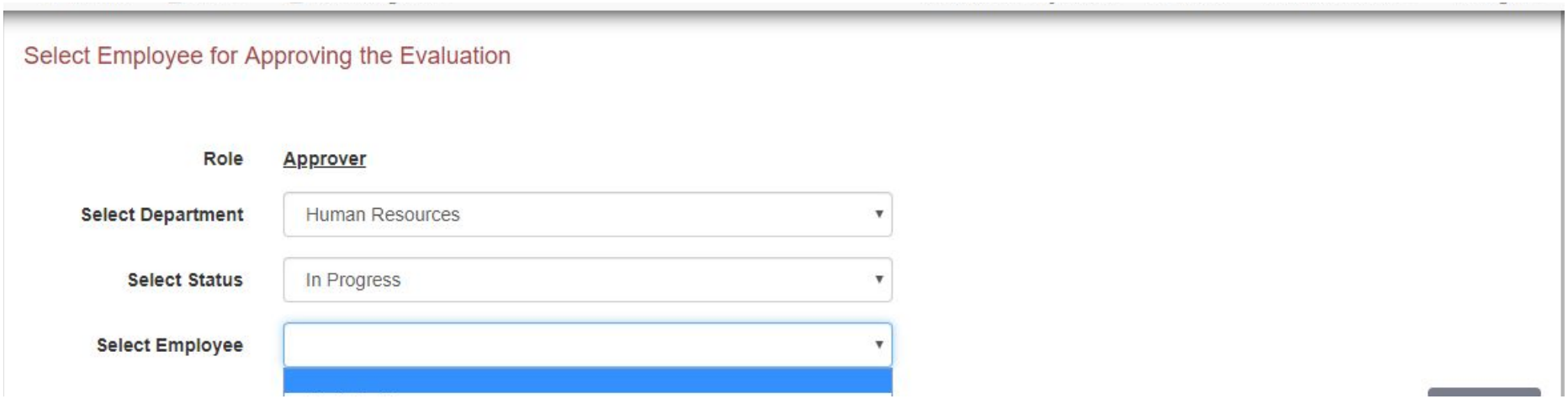
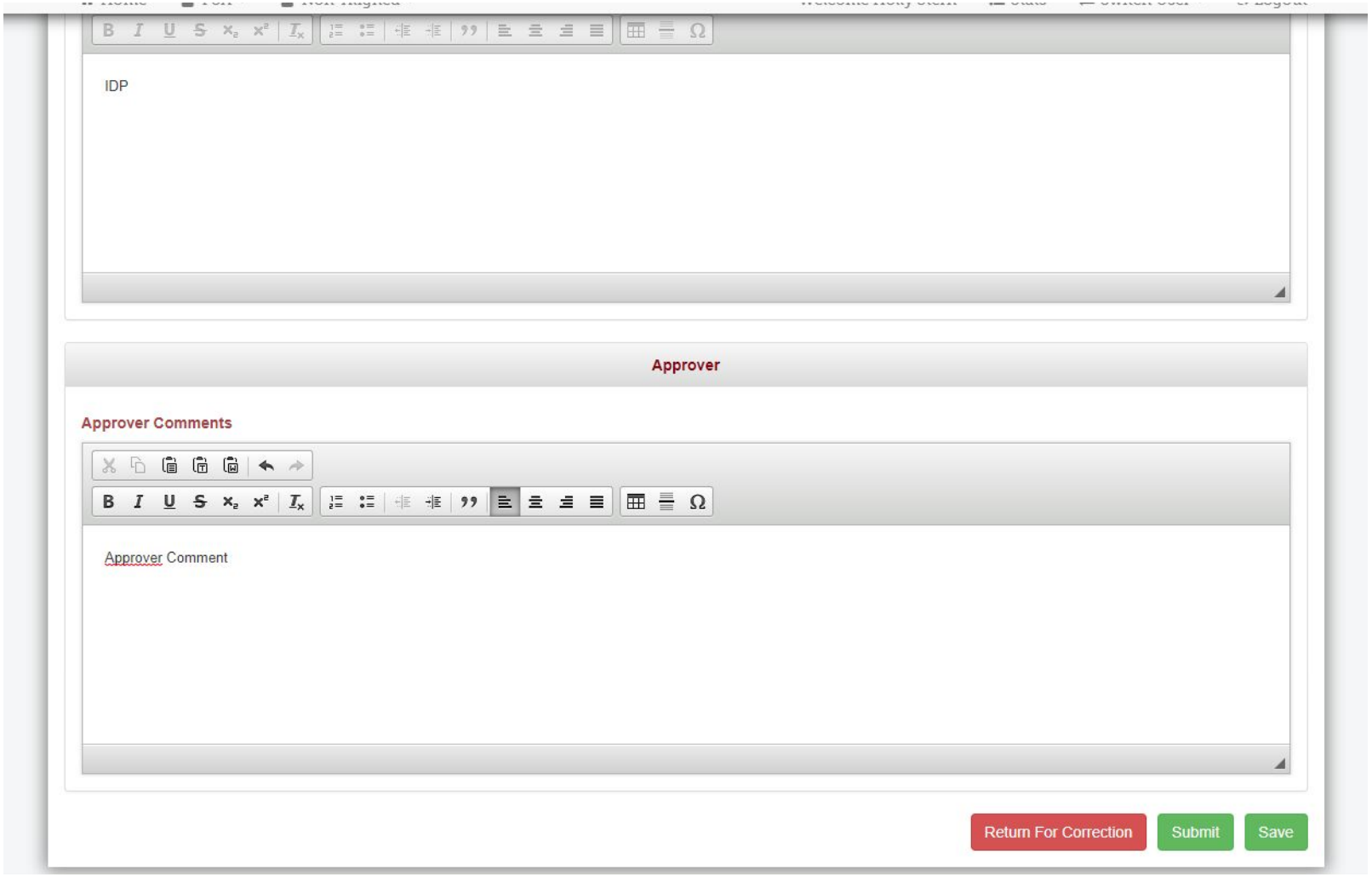
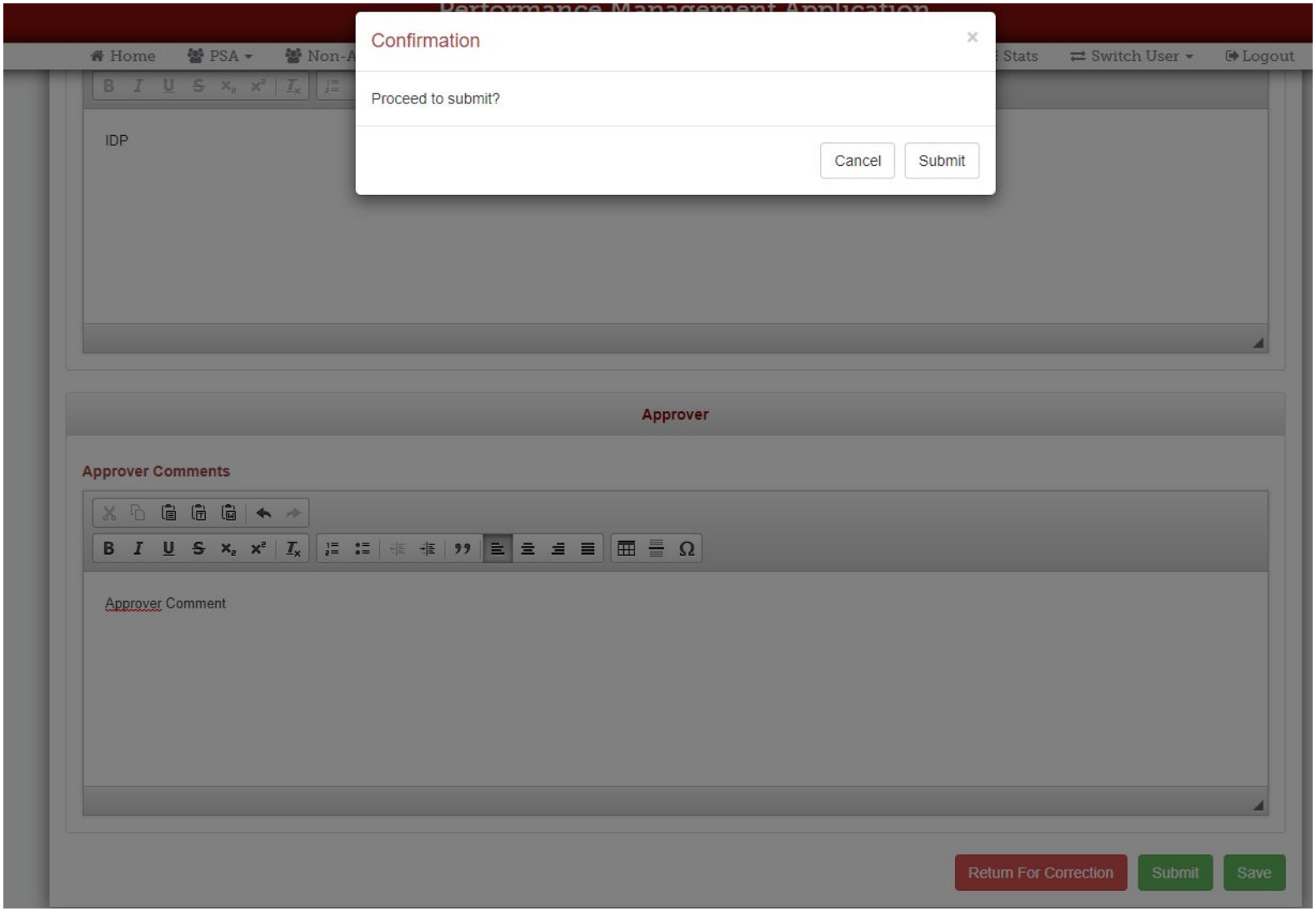
  - If the employee is a supervisor, please note the **Manages and Develops Staff** competency in this section.
  - To access the Competency Directory, **click here** .
  - To access the Competency Directory For Senior Staff, **click here**.
- Indicate an overall rating to the employee's performance.
- Add comments to the "Supervisor Comments" box (optional).
- Complete the performance goals/plans and individual development plan section for employee for next year. We encourage a preliminary discussion with the employee concerning performance goals and development needs.
- You may also save a copy of the review and/or print a copy for your files by selecting "file" and "print" from the browser tool bar.
- Click "Submit to Approver" to send the review to the approver for their review and approval.
  - If you are designated as both the supervisor and approver, you are done.
- Following approval you will receive an email. Once approved, the review is open for the employee to access and read.
- Schedule a review feedback meeting with the employee, reminding them to read the performance review prior to the meeting.
  - Following this feedback session, the employee may add comments and must indicate if she/he agrees/disagrees with the review, and sign (check box) stating that you, the supervisor, has discussed the review with him/her.
  - You will receive an email that the review has been signed and submitted to Human Resources, completing the process.

<u>To approve:</u>

- Scroll to the bottom and click "Approve"
- Using the drop down box, click on the department, note the review's status, and select employee.
- If you need additional information from the supervisor before you approve the review click the "Return for Correction" button. Note reason for return in the comments box.
  - The supervisor will receive an email to revise the review and resubmit the evaluation.
- You may also save a copy of the review and/or print a copy for your files by selecting "file" and "print" from the browser tool bar.
- When you are ready to approve, click "Submit".
  - The employee's performance review is now open for the employee to read in preparation of the feedback discussion meeting with their supervisor.
  - The employee and supervisor will receive an email noting the review has been approved and to schedule the performance review feedback meeting.


Select Employee for Approving the Evaluation
Role
Approver
Select Department
Human Resources
Select Status
In Progress
Select Employee


IDP
Approver
Approver Comments
Approver Comment
Return For Correction
Submit
Save


Performance Management Application
Home
PSA
Non-A
Stats
Switch User
Logout
Confirmation
Proceed to submit?
Cancel
Submit
IDP
Approver
Approver Comments
Approver Comment
Return For Correction
Submit
Save

Dear……,

This is an automated message.

……performance review has been approved. Please schedule your performance review and feedback meeting with the employee.

The employees review is open for him/her to read prior to the feedback meeting. After discussing the performance review with the employee, the employee will indicate their concurrence with the review and will electronically submit the performance review to Human Resources. This completes the review process.

Thank you.
Department of Human Resources
New Jersey Institute of Technology

Dear……..,

This is an automated message.

Your performance review and been completed and approved. At this time, you may log in to the Performance Management Application and read supervisory comments and ratings.

Your supervisor will be in contact shortly to schedule a performance review and feedback meeting.

After the performance review discussion with your supervisor, please electronically indicate your concurrence with the review and submit it to Human Resources. This completes the review process.

Thank you.
Department of Human Resources
New Jersey Institute of Technology

You are logged in with the following role(s):

1. **Employee.**
   Your evaluation is available for your review and submission to HR. Please click the link below to review/ submit.

   View My Evaluation

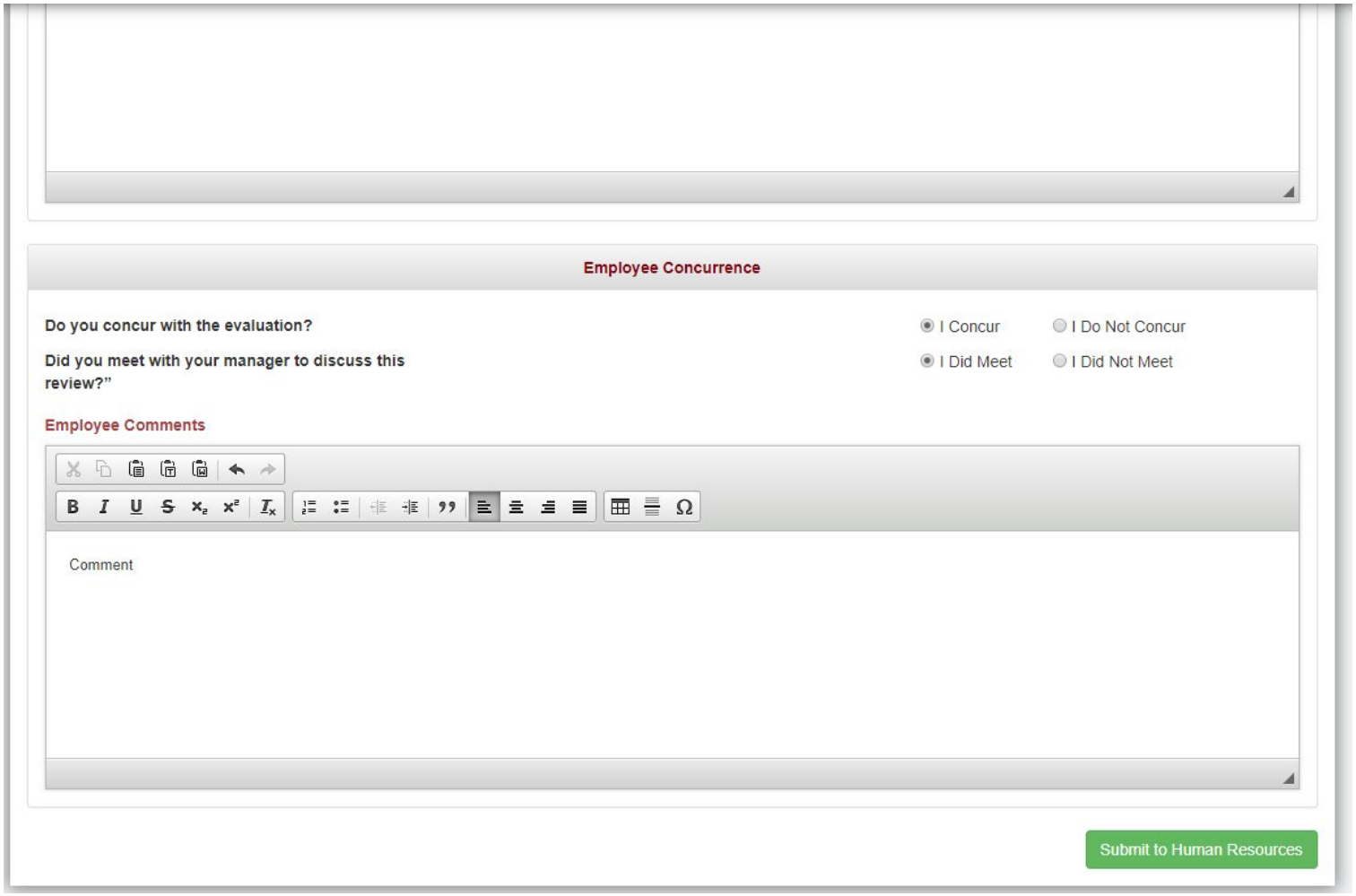
2. **Supervisor for employee(s) from 1 department(s).**
   You will be able to evaluate employees reporting to you.

Instructions

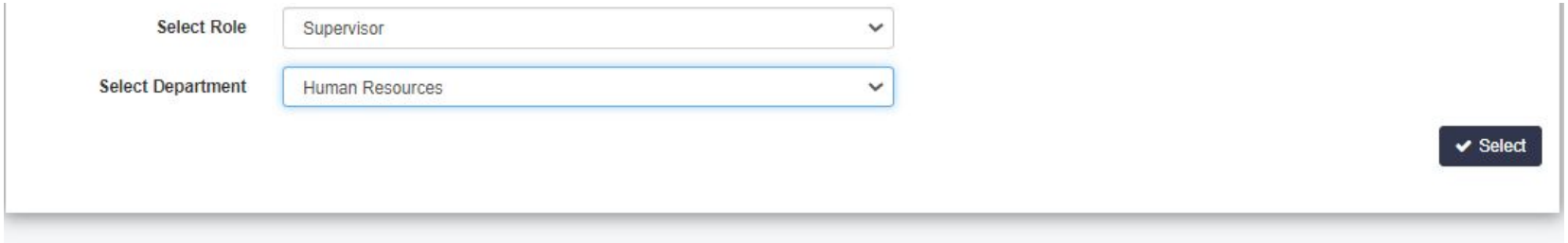
To complete Self Review:

- Scroll to the bottom and click "Self Review".
- In the Goal/Success Measures section, enter your goals/ performance expectations for the current review period (upto a maximum of 10). If no specific goals for period under review were set in your last performance evaluation, please write what you worked on and/or were expected to accomplish during the year, including success measures.
- In the "Describe your accomplishments" section describe your goals and success measures.
- Click "Submit" to submit your self review to your supervisor. At this point, your review is locked and is not editable anymore.
- Your supervisor will complete his/her evaluation of your performance, related competencies, and apply an overall rating. Your supervisor will then send your review to their manager for approval. Once the review is approved, you will be able to see all the comments and ratings, and your supervisor will schedule a feedback meeting with you to review and discuss your performance and rating.
- Following the feedback session you will have the opportunity to add comments, indicate if you concur or not with the review and rating, and electronically submit the review to Human Resources.
  - Enter comments in the "Employee Comments" box (required if you click Disagree).
  - Indicate you "agree" or "disagree" with the performance review by selecting the appropriate option and indicate if your supervisor has discussed the review with you.
  - Click "Submit to Human Resources" to submit your review.This action will be considered as "signing" your performance review, not that you have agreed with it, as noted above.
  - Your supervisor will receive an email indicating that you have signed and submitted your review to Human Resources.

To evaluate as the supervisor:


Employee Concurrence
Do you concur with the evaluation?
I Concur
I Do Not Concur
Did you meet with your manager to discuss this review?"
I Did Meet
I Did Not Meet
Employee Comments
Comment
Submit to Human Resources

Department Evaluation Status



- Under PSA or Non-Aligned, select “Current Status by Department”
- Select role “Supervisor” or “Approver”
- Choose Department
- You can view status of entire department and export results, if needed

Questions

Thank You!

For Assistance and Questions please submit to

Highlander Nexus

FY24
PSA Performance Management Application

Application Capability

- Two supervisor routing and input
- Print friendly capability
- Copy and paste functionality from word document
- Unlimited character limit, per dialogue box
- Error message details
- 120 minute time-out limit
- 15 minute pop-up reminders to save
- Return for correction, with explanation

Accessing the PSA and Non-Aligned Performance Management Applications

MyNJIT login> Performance & Training Card> Performance Management - PSA Staff, Non-Aligned

NJIT is committed to the success and growth of its employees and administers performance management programs in accordance with applicable collective bargaining provisions and the parameter of its performance management program. The evaluation program and process are designed to facilitate ongoing communication and participation of employees in the performance management process, establish accountability for performance and links compensation to performance as applicable. THE ESSENTIAL parameters of performance management include performance PLANNING, performance feedback, and performance evaluation. Performance management is a continual process and, as such, periodic review and revision of goals and objectives is recommended to ensure focused performance.

To access PSA employee evaluations, click here.

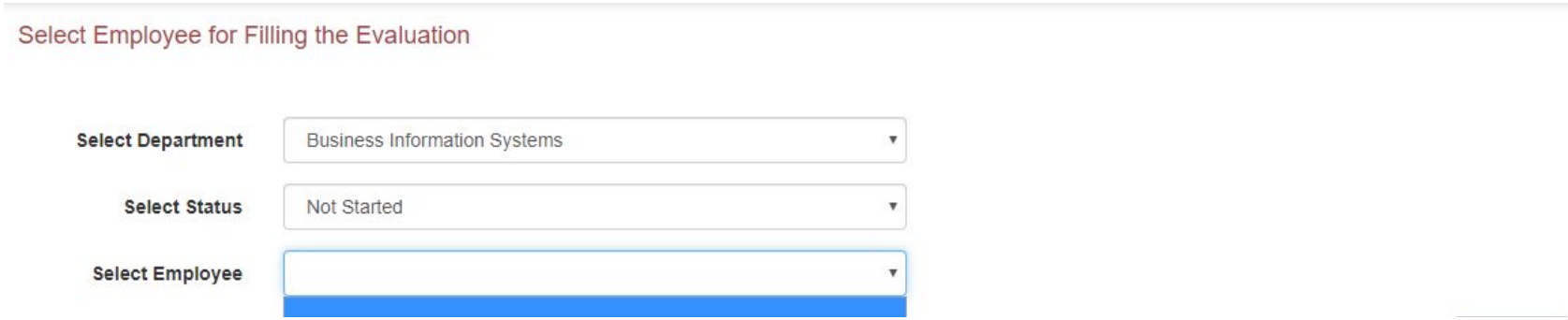
To access the prior years' evaluations please click here.

Non Aligned Review Period: July 2020 - June 2021

NJIT is committed to the success and growth of its employees and administers performance management programs in accordance with applicable collective bargaining provisions and the parameter of its performance management program. The evaluation program and process are designed to facilitate ongoing communication and participation of employees in the performance management process, establish accountability for performance and links compensation to performance as applicable. THE ESSENTIAL parameters of performance management include performance PLANNING, performance feedback, and performance evaluation. Performance management is a continual process and, as such, periodic review and revision of goals and objectives is recommended to ensure focused performance.

To access Non Aligned employee evaluations, click here.

To access the prior years' evaluations please click here.


Select Employee for Filling the Evaluation
Select Department
Business Information Systems
Select Status
Not Started
Select Employee

Department for Review Period	Business Information Systems
Current Title	Sr Information System Analyst
Current Department	Business Information Systems

Print Evaluation

Evaluation

University Competencies

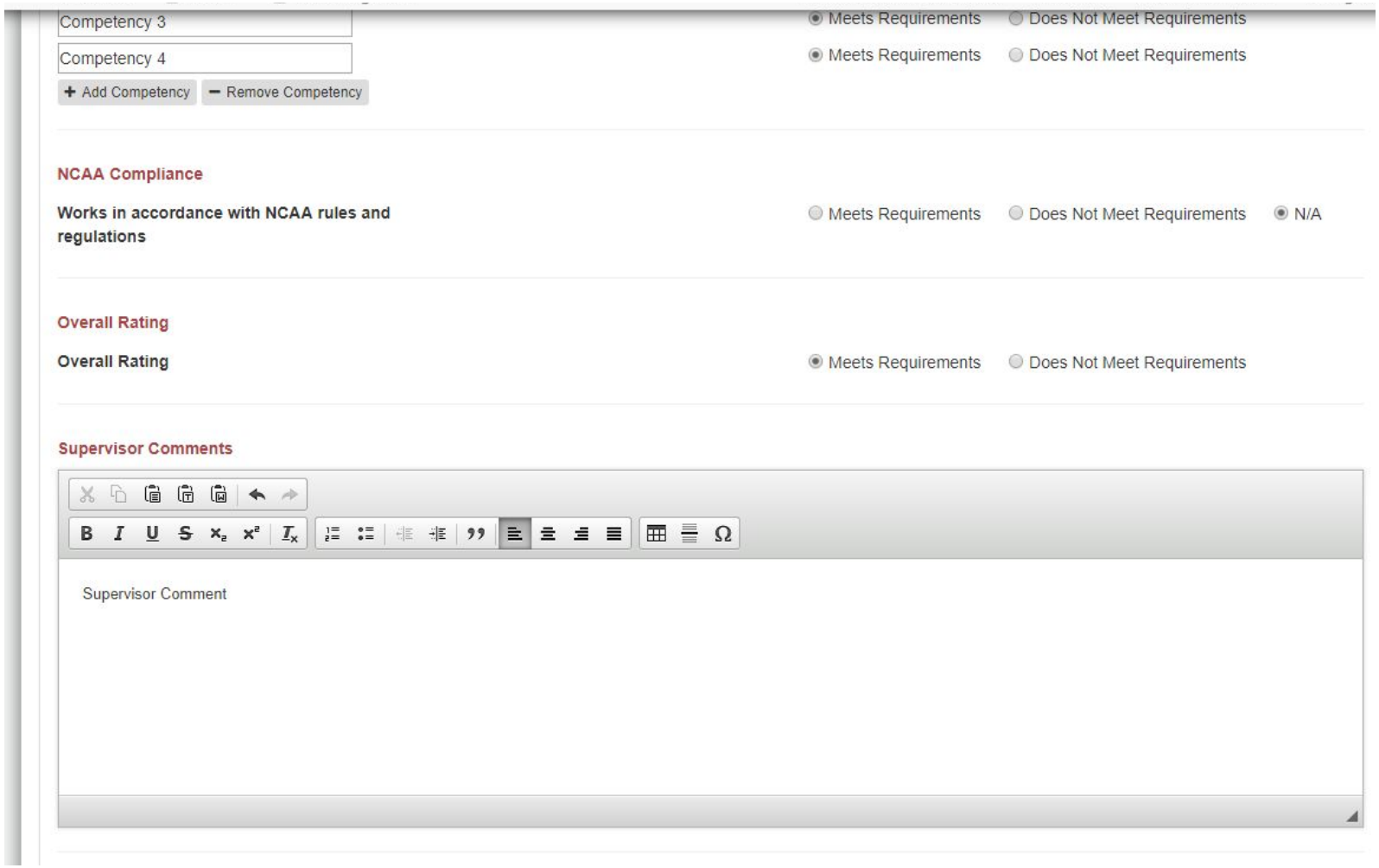
Effective Communications	○ Meets Requirements	○ Does Not Meet Requirements
Innovative Thinking/ Creativity	○ Meets Requirements	○ Does Not Meet Requirements
Professionalism	○ Meets Requirements	○ Does Not Meet Requirements
Teamwork/ Collaboration	○ Meets Requirements	○ Does Not Meet Requirements

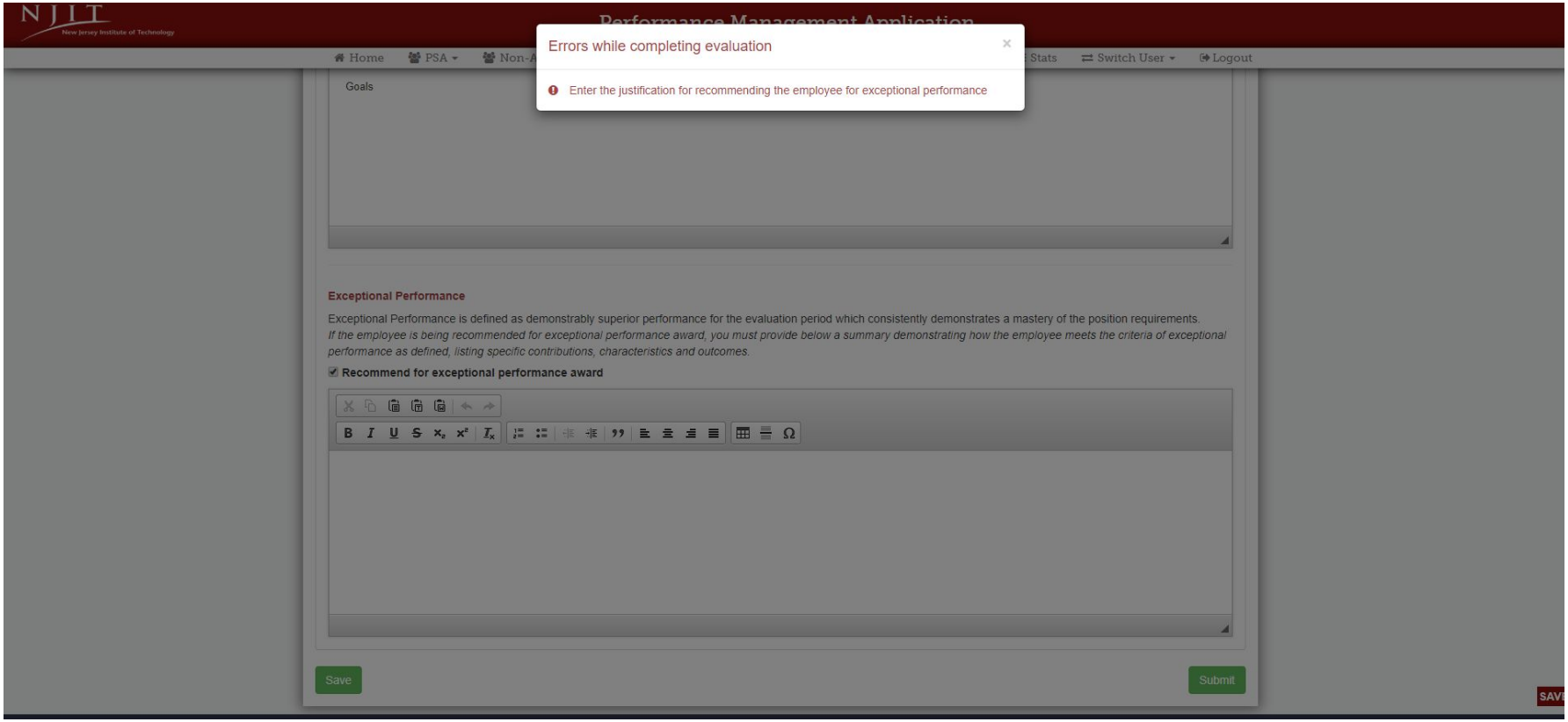
Departmental Competencies

***Please make sure, each competency is less than 250 characters and each departmental competency is different.*

Enter departmental competency here	○ Meets Requirements	○ Does Not Meet Requirements
Enter departmental competency here	○ Meets Requirements	○ Does Not Meet Requirements
Enter departmental competency here	○ Meets Requirements	○ Does Not Meet Requirements
Enter departmental competency here	○ Meets Requirements	○ Does Not Meet Requirements

+ Add Competency − Remove Competency


Competency 3
Meets Requirements
Does Not Meet Requirements
Competency 4
Meets Requirements
Does Not Meet Requirements
+ Add Competency
− Remove Competency
NCAA Compliance
Works in accordance with NCAA rules and regulations
Meets Requirements
Does Not Meet Requirements
N/A
Overall Rating
Overall Rating
Meets Requirements
Does Not Meet Requirements
Supervisor Comments
Supervisor Comment


Performance Management Application
Home
PSA
Stats
Switch User
Logout
Errors while completing evaluation
Enter the justification for recommending the employee for exceptional performance
Goals
Exceptional Performance
Exceptional Performance is defined as demonstrably superior performance for the evaluation period which consistently demonstrates a mastery of the position requirements.
If the employee is being recommended for exceptional performance award, you must provide below a summary demonstrating how the employee meets the criteria of exceptional performance as defined, listing specific contributions, characteristics and outcomes.
Recommend for exceptional performance award
Save
Submit

Goal Entry

Changes:

- Removed from Evaluation
- New System - Performyard
- Concurrently submitted

Advantages:

- Goals will automatically carry over year to year
- Access goals all year
- Ability to track goal progress with completed tasks and in real time

We will host an additional training in July to prepare everyone prior to evaluation deadlines.

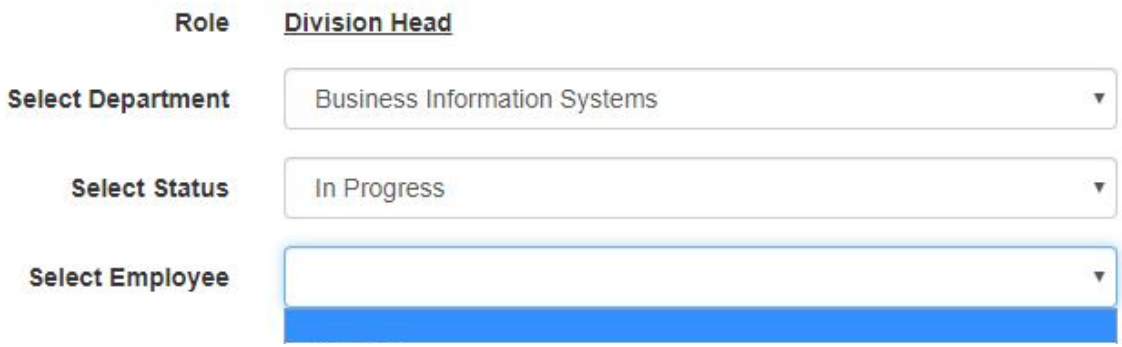
Dear….,

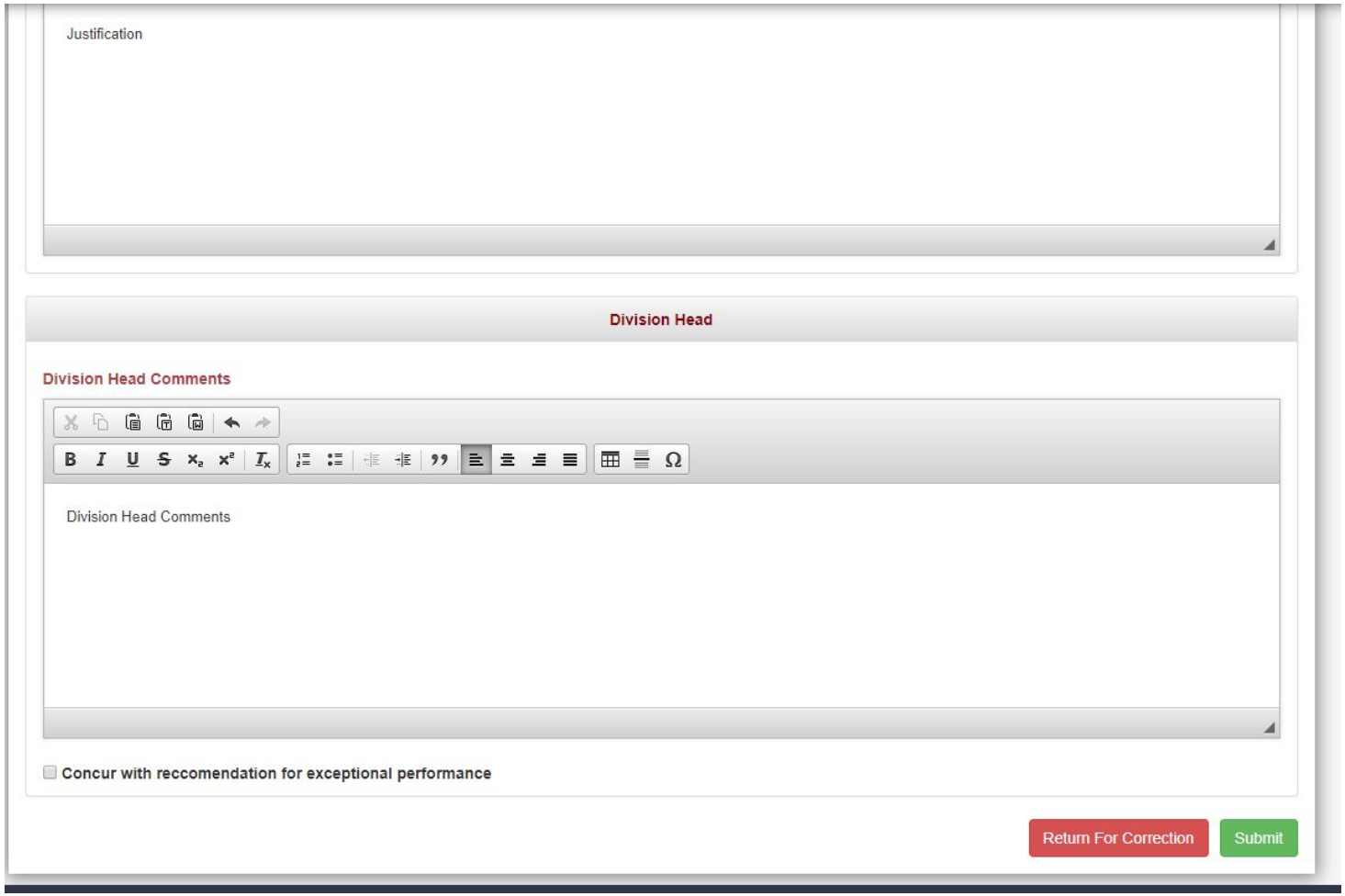
This is an automated message requesting your action regarding the evaluation of……

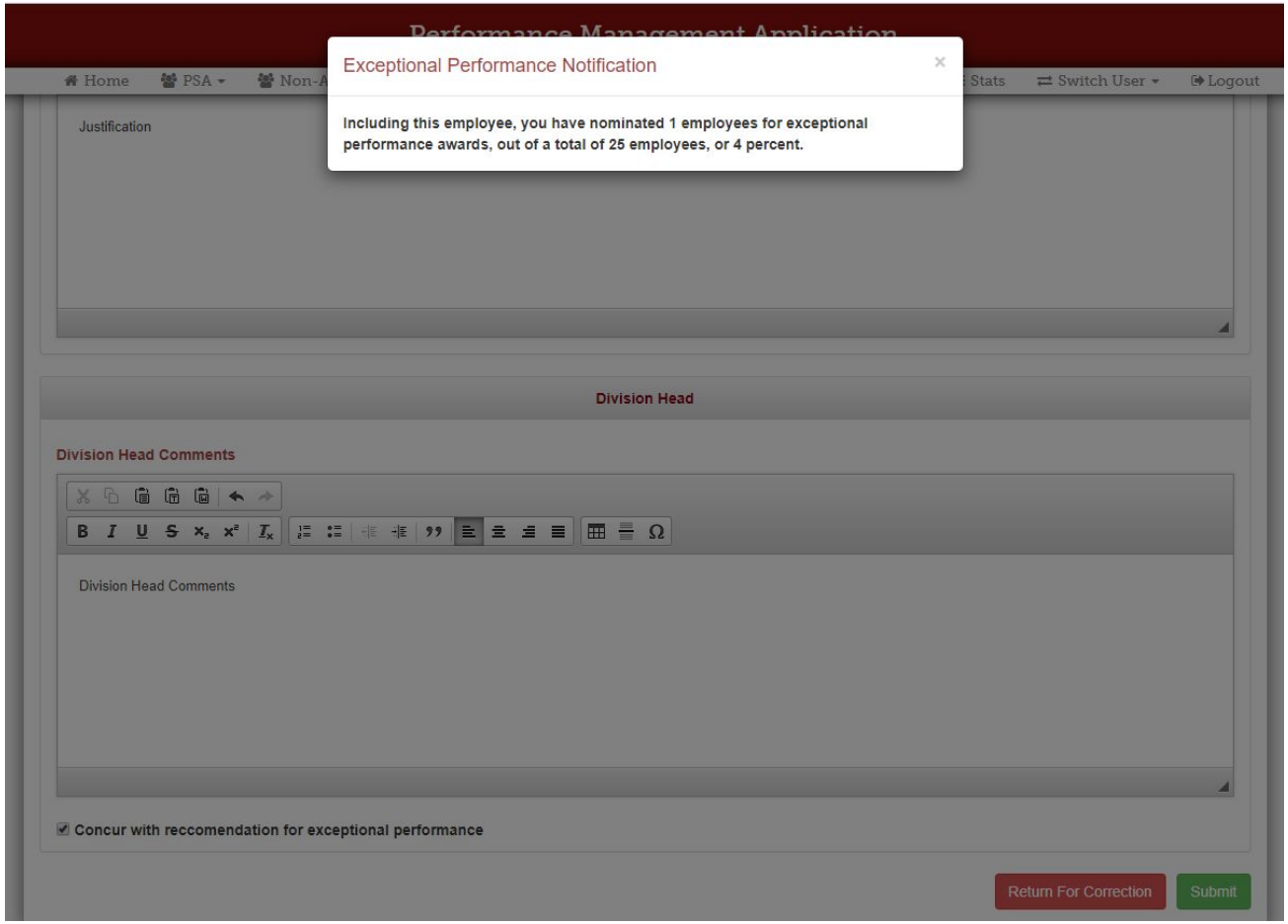
Please log into the Performance Management Application to process the evaluation.

Thank you.
Department of Human Resources
New Jersey Institute of Technology

Select Employee for Approving the Evaluation




Justification
Division Head
Division Head Comments
Division Head Comments
Concur with reccomendation for exceptional performance
Return For Correction
Submit


Performance Management Application
Home
PSA
Non-A
Stats
Switch User
Logout
Exceptional Performance Notification
Including this employee, you have nominated 1 employees for exceptional performance awards, out of a total of 25 employees, or 4 percent.
Justification
Division Head
Division Head Comments
Division Head Comments
Concur with reccomendation for exceptional performance
Return For Correction
Submit

Dear……..,

This is an automated message requesting your action regarding the evaluation of……..
Please log into the Performance Management Application to process the evaluation.

Thank you.
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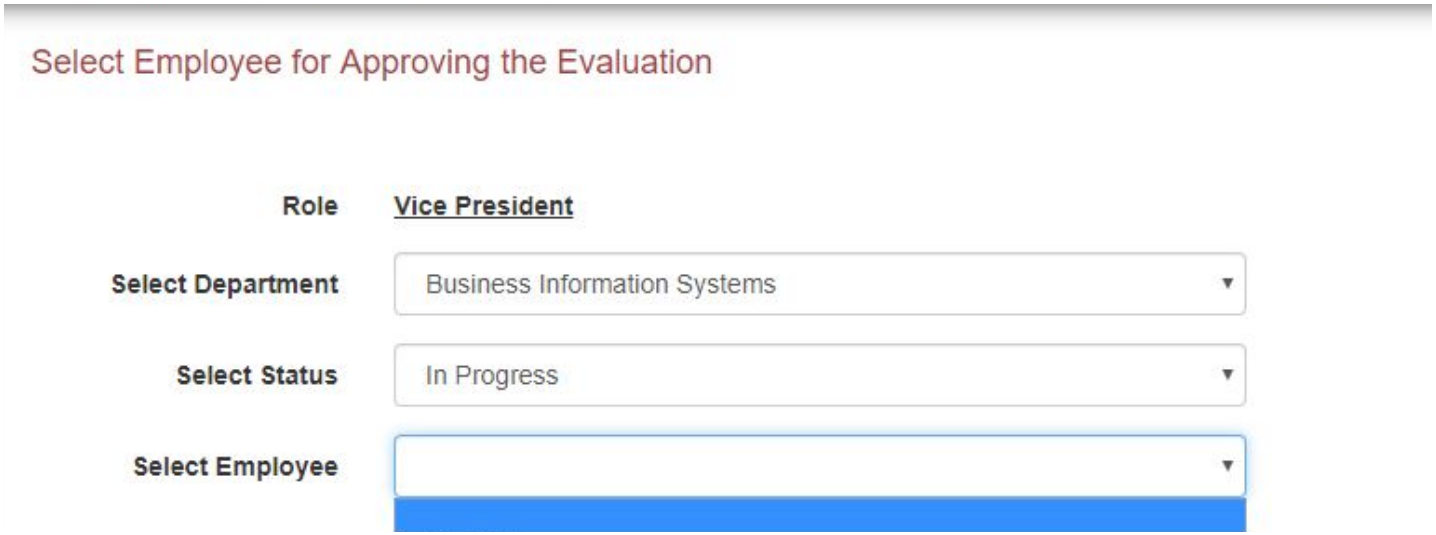
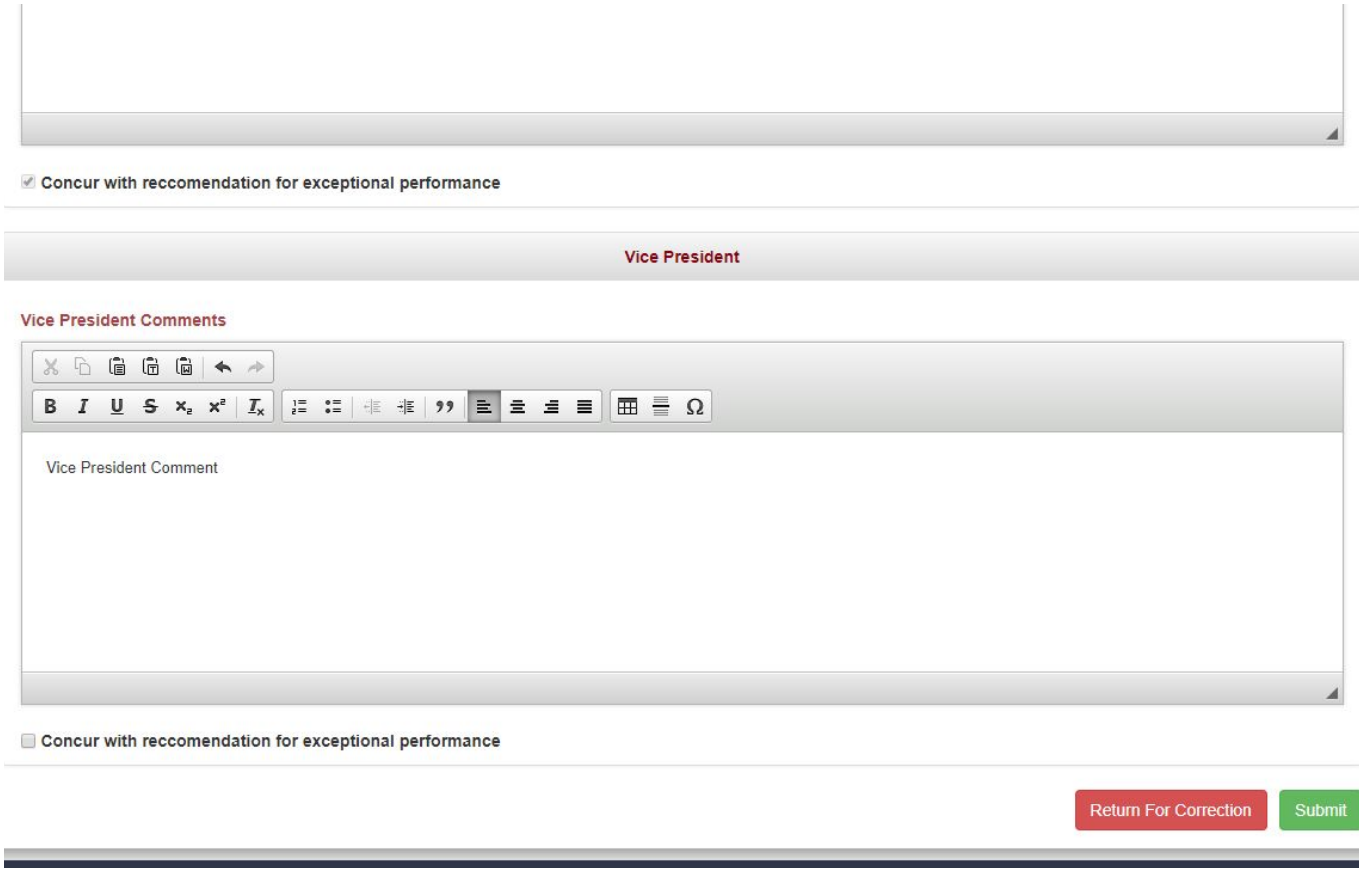
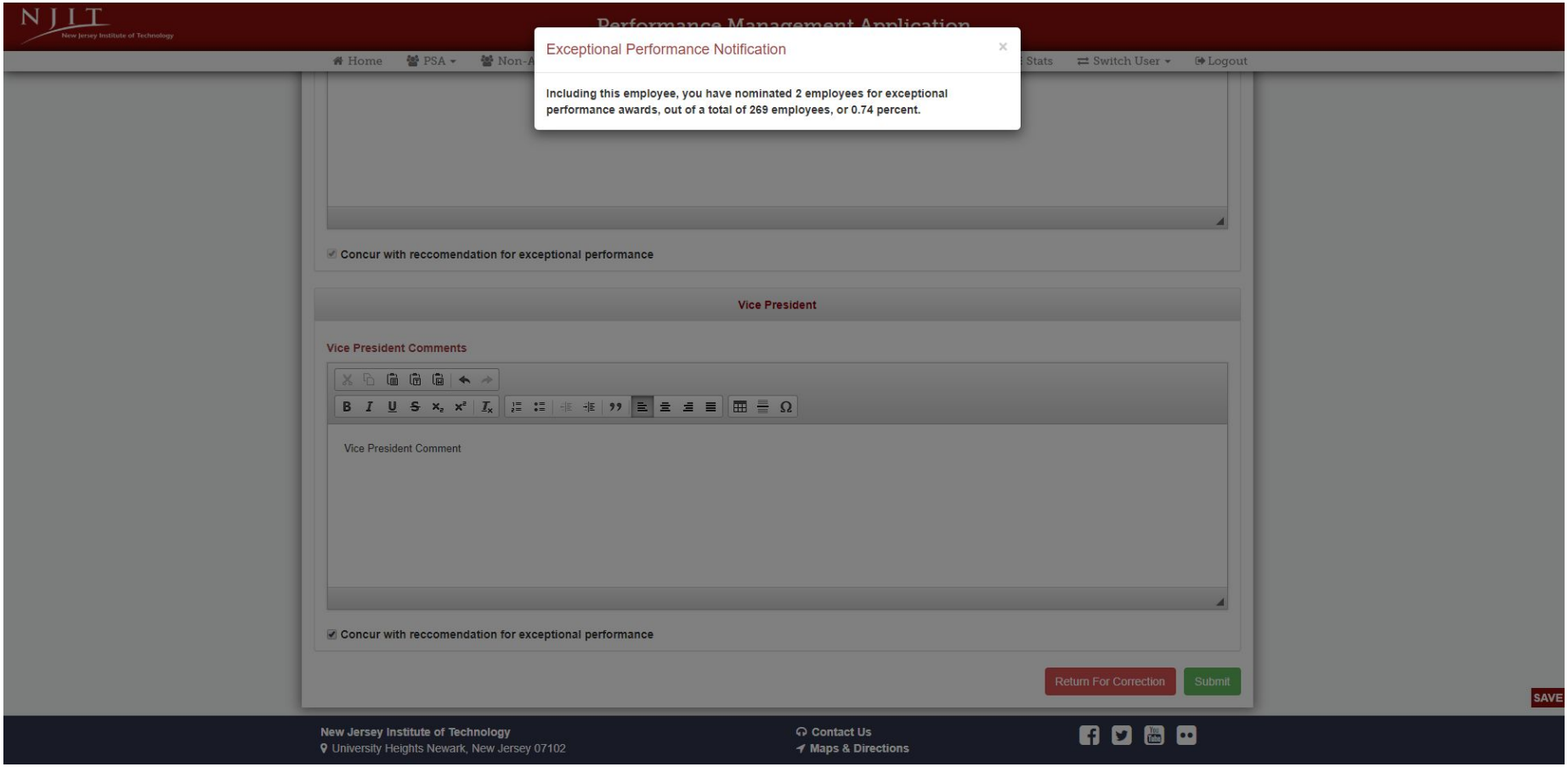
New Jersey Institute of Technology


Select Employee for Approving the Evaluation
Role
Vice President
Select Department
Business Information Systems
Select Status
In Progress
Select Employee


Concur with reccomendation for exceptional performance
Vice President
Vice President Comments
Vice President Comment
Concur with reccomendation for exceptional performance
Return For Correction
Submit


Performance Management Application
Home
PSA
Stats
Switch User
Logout
Exceptional Performance Notification
Including this employee, you have nominated 2 employees for exceptional performance awards, out of a total of 269 employees, or 0.74 percent.
Concur with reccomendation for exceptional performance
Vice President
Vice President Comments
Vice President Comment
Concur with reccomendation for exceptional performance
Return For Correction
Submit
SAVE
New Jersey Institute of Technology
University Heights Newark, New Jersey 07102
Contact Us
Maps & Directions

Dear……,

This is an automated message.

……..performance review has been approved. Please schedule your performance review and feedback meeting with the employee.

The employees review is open for him/her to read prior to the feedback meeting. After discussing the performance review with the employee, the employee will indicate their concurrence with the review and will electronically submit the performance review to Human Resources. This completes the review process.

Thank you.
Department of Human Resources
New Jersey Institute of Technology

Dear……..,

This is an automated message.

Your performance review and been completed and approved. At this time, you may log in to the Performance Management Application and read supervisory comments and ratings.

Your supervisor will be in contact shortly to schedule a performance review and feedback meeting.

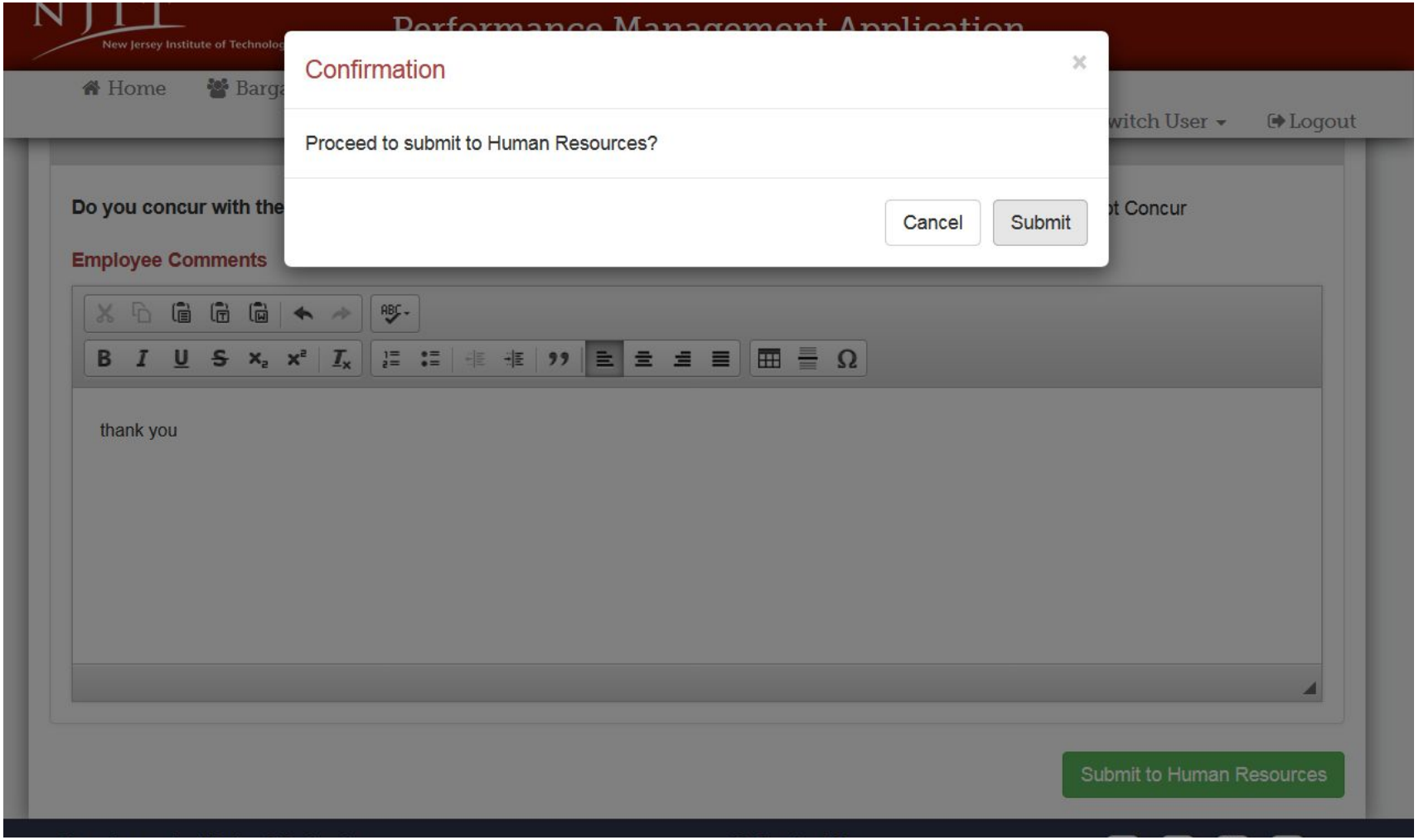
After the performance review discussion with your supervisor, please electronically indicate your concurrence with the review and submit it to Human Resources. This completes the review process.

Thank you.
Department of Human Resources
New Jersey Institute of Technology

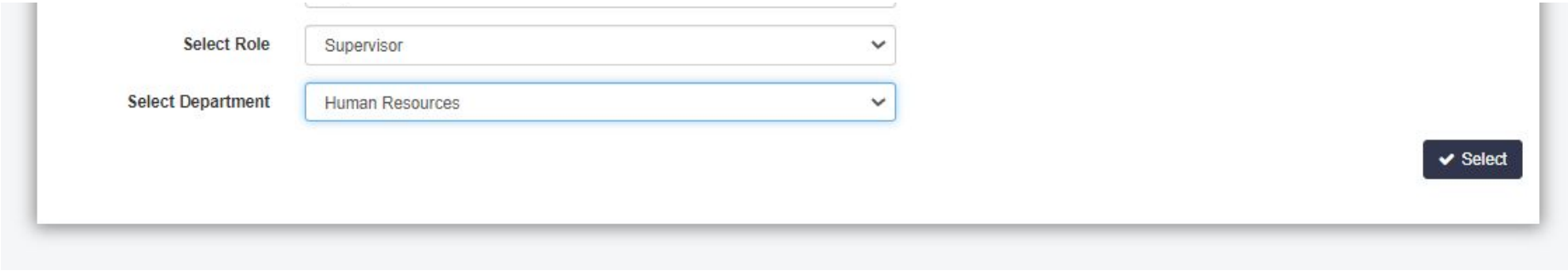
Your evaluation is available for your review and submission to HR. Please click the link below to review/ submit.

Please note that you should have a performance based evaluation meeting with your supervisor within ten (10) working days of having received the email informing you that your evaluation is now available for your review. You must electronically submit the evaluation to Human Resources within five (5) working days of the meeting, and no later than September 15.

View My Evaluation


Performance Management Application
Home
Switch User
Logout
Confirmation
Proceed to submit to Human Resources?
Cancel
Submit
Do you concur with the
Concur
Employee Comments
thank you
Submit to Human Resources

Department Evaluation Status



- Under PSA or Non-Aligned, select “Current Status by Department”
- Select role “Supervisor” or “Approver”
- Choose Department
- You can view status of entire department and export results, if needed

Questions

Thank You!

For Assistance and Questions please submit to

Highlander Nexus

Performance Management

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 & Performyard

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

Part III: Performance Review Meeting

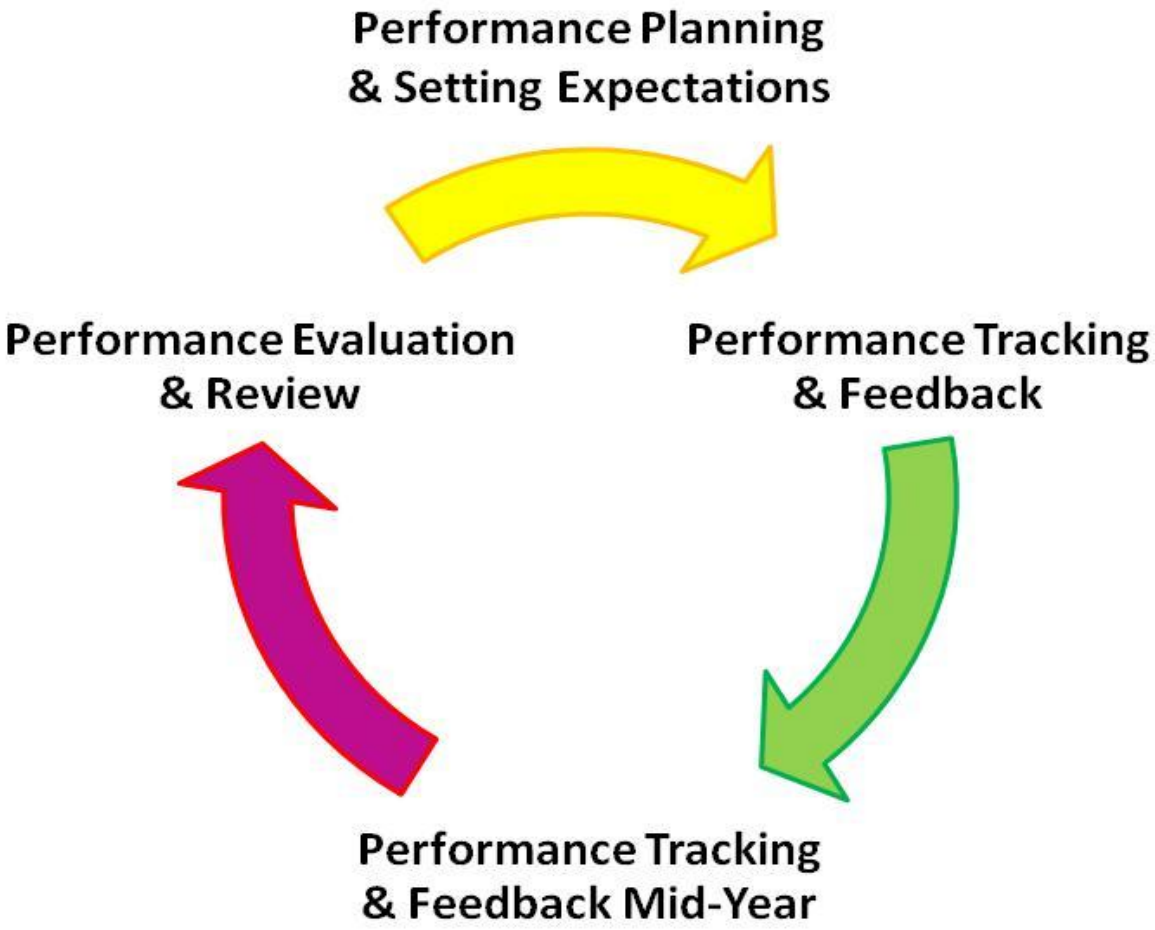
- Learn how to give meaningful feedback and how to conduct the meeting
- Discuss handling poor performers/performance

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
- Provides formal codification of employee performance for a specified time period
- Fairness and equity will drive retention

Performance Management Cycle



Performance Reviews

Rating Guidelines

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

PSA Ratings

- Under the PSA union the rating is a 3-point scale.
- The number of employees receiving a rating of "Does Not Meet Job Requirements" shall not exceed 4% of eligible employee union members.
- The number of employees receiving an Exceptional Award shall not exceed 20% of eligible employees in each Vice President Area.
- The threshold is based on the total population in EACH VP AREA. This means- each VP area could have different thresholds.

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.

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 2030 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”

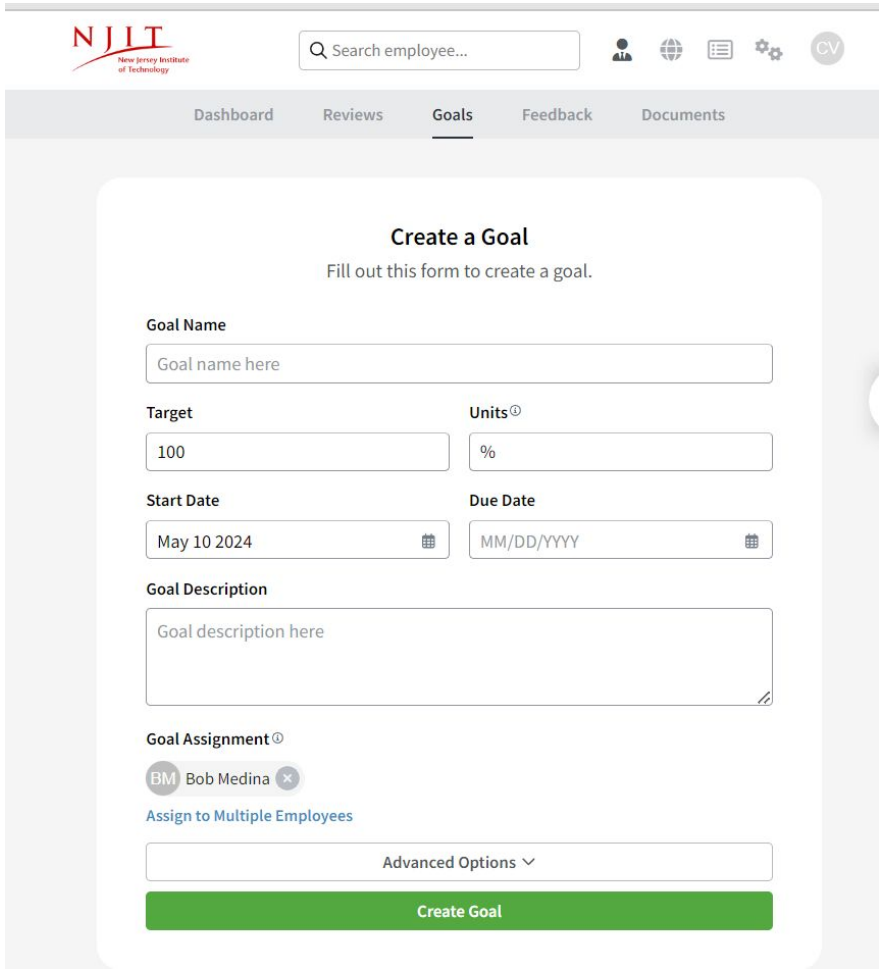
Answer the phone within two rings.

“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.

Performyard - Sneak Peak

- Can create as many goals as needed
- Can input and track numeric goals (Target/Units)
- Due Date will always be March 31st
- Can assign department goals to multiple people at once.



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
- LinkedIn Learning Courses

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 a LinkedIn Learning Excel formula class, by 11/15/24.	
To learn how to prepare and monitor/track the division budget	In FY25 assist budget manager in monitoring division's FY25 budget and prepare the FY26 budget	

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
- 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

Questions

Thank You!

For Assistance and Questions please submit to

Highlander Nexus

NJIT

New Jersey Institute of Technology