

RUTGERS

School of Arts and Sciences

**Staff Compensation Program
for URA-AFT Employees &
Performance Appraisals for
AAUP-AFT/EOF employees**

Objectives:

- Define Performance Management and understand its importance
- Review the Performance Management process: Planning, Monitoring & Evaluating
- Discuss SCP for URA-AFT employees and performance appraisals for AAUP-AFT – EOF employees
- Provide Question & Answer period



What is Performance Management?

Performance Management is an on-going, year-round partnership between supervisors and employees, working together to accomplish university and departmental goals. The process focuses on alignment of employee roles with the university's mission and on supporting development and performance as a means to these ends.



Performance Management Objectives:

- Reviews the past years' accomplishments
- Establishes expectations for the coming performance year
- Ensures that staff are performing the duties on their job description
- Creates dialogue on past performance through employee and supervisor appraisal
- Provides a structured review process to ensure consistent and fair management evaluation of employee performance
- Seeks and supports continuous learning, professional growth, and development

***Performance management should be an ongoing process throughout the year**

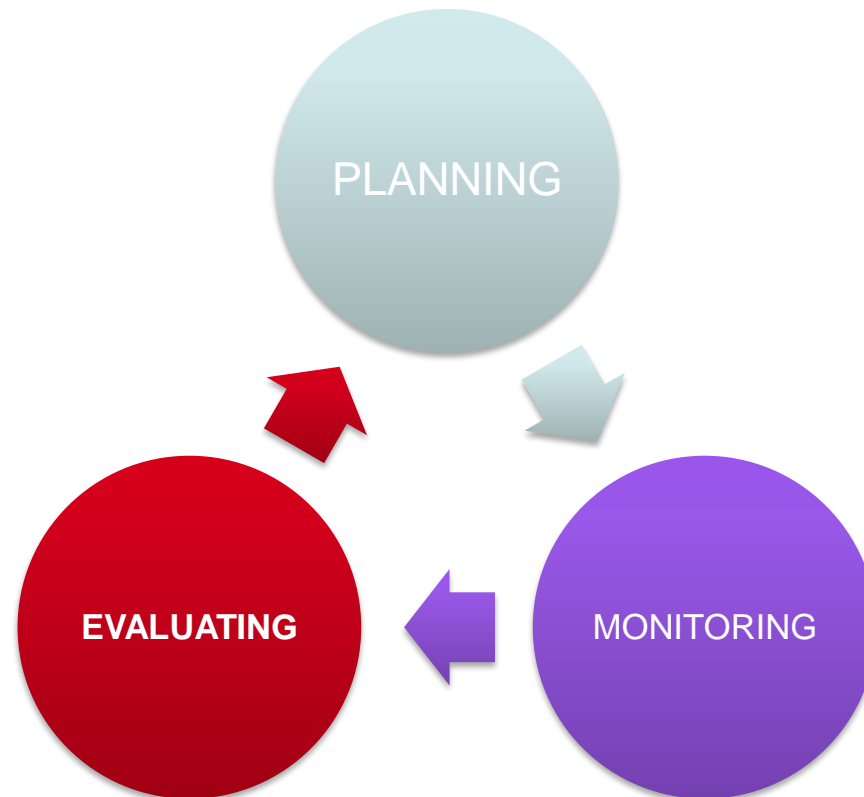
Possible Outcomes of Successful Performance Management:

- Employees have a better understanding of their expectations and standards
- Increase in productivity and performance
- Employee motivation
- Positive workforce
- Generating positive communication and enhancing communication skills
- Employee retention
- Can address issues early on before they escalate

HR's Role in the Performance Management Process:

- Making sure all supervisors understand how to conduct a successful performance evaluation
- Ensuring that performance evaluations are completed timely and fairly
- SAS-HR can provide guidance on how to conduct performance meetings

The Performance Management Process



STEP 1: Planning

Guidelines for Setting Performance Objectives

- Define Key Duties: Best practice rule – no less than 3 no more than 5
- Gain commitment – employee should be motivated to achieve objectives
- Objective-results commitment and states the planned accomplishment

S.M.A.R.T Strategy:

- **Specific:** Feedback must be connected to discrete performances and behaviors and designed to correct shortcomings and strengthen performance.
- **Measurable:** Meaningful quantification adds specificity and objectivity.
- **Achievable:** Expectations must be realistic and achievable, otherwise employees may become unmotivated and disengaged.
- **Relevant:** Feedback needs to be strategically aligned with departmental objectives in order to be meaningful.
- **Time-based:** Feedback should occur in real time—on the spot and in the moment. Feedback delivered six months later has limited value.

Step 2 -Monitoring

HOW

- Weekly or Bi-weekly department meetings
- Ongoing Feedback & Coaching
- Emphasis on Development- Training

WHY

Year end evaluation feedback should come as no surprise to the employee when supervisors are:

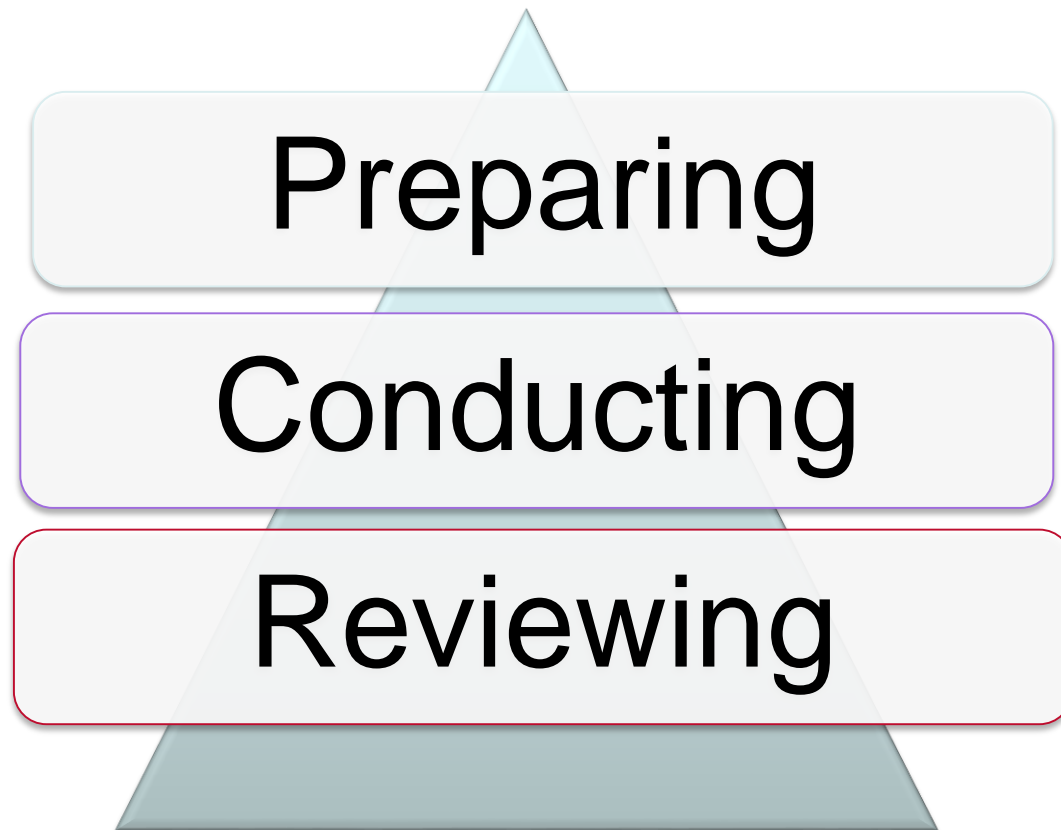
- Consistently monitoring
- Providing feedback on performance



Common Mistakes in Evaluating Performance:

- The "**halo**" or "**horns**" effect may occur when an employee is highly competent or incompetent in one area, and the supervisor rates the employee correspondingly high or low in all areas.
- The **Recency Error** occurs when an appraiser gives more weight to recent occurrences and discounts or minimizes the employee's earlier performance during the appraisal period.
- **Leniency errors** are the result of appraisers who do not want to give low scores. In this case, all employees are given high scores. This can work vice versa if the appraiser is too strict and tries to use lower scores as a motivation tool.
- The **Contrast Error** occurs when an employee's rating is based on how his or her performance compares to that of another employee instead of on objective performance standards.

Step 3 “Final Stage”-Evaluating



Preparing for the Meeting

Once you have completed the Performance Evaluation:

- ✓ If there is a next/second level reviewer, ensure they have reviewed the evaluation BEFORE it is delivered to the employee and make any necessary adjustments
- ✓ Schedule a telephone or WebEx virtual meeting ensuring an adequate amount of time
- ✓ Set objectives for the meeting
- ✓ Send the employee the performance appraisal prior to virtual conversation
- ✓ Have the employee acknowledge receipt of the completed performance appraisal by email
- ✓ If the employee is out on leave please contact an SAS HR Manager

Tips for Conducting the Meeting

- Include positive points throughout the meeting
- Model and encourage open communication
- Summarize the employee's overall performance level
- Discuss the performance levels for each key duty
- Cite specific examples to explain your ratings
- Discuss the positive and/or negative consequences of the level of performance the employee has achieved.

Handling Difficult Discussions

- Focus on gaining acceptance by the employee
 - Develop joint solutions for a performance plan by reviewing those areas where there are disagreements and try to reach a common ground of understanding.
- It is not uncommon for the employee to misunderstand the standards for performance
 - Where there are performance concerns, consult with your HR Manager PRIOR to delivering the evaluation.
- Obtain agreement on the problem areas and identify ways to improve performance
 - Create a work plan. Agree on a set of actions and schedule follow up dates to review progress.
- Provide specific examples of performance/behavior issues
- Explain how it affects his/her success

Reviewing: After the Meeting

- Review and ensure all relevant points were captured
- Any areas left unclear in your mind are most likely unclear in the employee's mind
- Reach out and clarify points, if necessary
- Support the employee's performance improvement
 - Provide necessary information and resources, scheduling on-site training, and allowing for participation in [professional development](#)
- Ensure copies of review and the email confirming receipt and sent to Bonnie Gordon by May 15th via bgordon@sas.rutgers.edu

Dates to Remember

SCP

- April 30th – Performance Appraisals must be communicated to all SCP eligible employees no later than April 30th
- The performance appraisal period is May 1st – June 30th

Questions



Reach out to SAS-HR

Rosemary Lane rlane@sas.rutgers.edu