

The background of the slide features a large, faint, circular seal of Rutgers University. The seal contains the text "RUTGERS UNIVERSITY" and "EST. 1823" around the perimeter, with a central emblem. The seal is rendered in a light red color, matching the background.

RUTGERS

School of Arts and Sciences

Performance Management

Building A High Performance Culture Through
Effective Performance Management

Meeting Objectives

- Define Performance Management and understand its importance
- Discuss the type of reviews performed at Rutgers University (SCP for URA-AFT employees and P4P for MPSC employees)
- Review the Performance Management process: Planning, Monitoring & Evaluating
- 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 and goals with the university's mission and on supporting development and performance as a means to these ends.



Why is Performance Management Important?

- Reviews the past years' accomplishments
- Establishes common goals and expectations for the coming performance year
- Creates dialogue on past performance through employee and supervisor appraisal
- Provides a disciplined 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**

2 Types of Reviews Performed

Pay-for-Performance Program (P4P)

- Eligible Managerial, Professional, Supervisory, and Confidential (MPSC) non-aligned employees participate in the university's Pay-for-Performance Program (P4P).

Staff Compensation Program (SCP)


- Staff employees who are represented by [URA-AFT](#) will participate in the Staff Compensation Program (SCP).

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
- Think SMART –  specific, measurable, agreed and action-oriented, realistic and time-bound
 - The SMART acronym helps to keep focus sharp on objectives
- Gain commitment – employee should be motivated to achieve objectives
- Objective=results commitment and states the planned accomplishment

Step 2 -Monitoring

HOW

- Weekly or Bi-weekly department meetings
- Mid-Year Progress Review
- 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



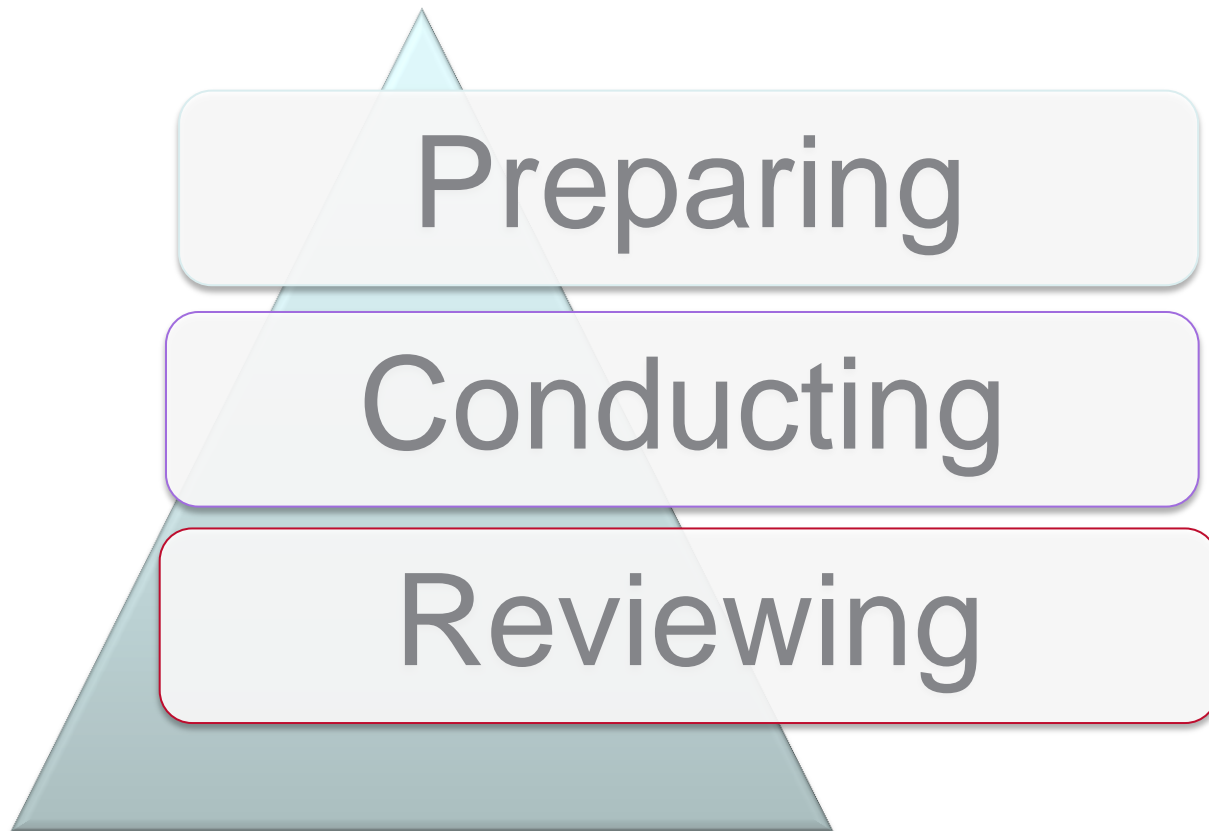
Common Mistakes in Evaluating Performance

- **Halo/Horn Effect** - This happens when the employee's extreme competence in one area "shines" over all the others. In other words, the reviewer is tempted to rate the employee very high in all areas because of excellent performance in one specific area. Conversely, there may be a horn effect if the employee is rated poorly in all areas because of substandard performance in one.
- **Bias** – This happens when the reviewer's own prejudices influence the appraisal.
- **Central Tendency (Cookie Cutter)**- Rating all employees the same; ineffectively differentiating performance.

Common Mistakes in Evaluating Performance Continued

- **Strictness/Leniency**- Some reviewers might believe the performance standards are too low and therefore refuse to give high ratings, while others insist on giving everyone high scores.
- **Contrast**-This happens when the employee is compared to other employees, rather than on the basis of an objective review of the individuals' job performance.

Step 3 “Final Stage”-Evaluating



Preparing for the Meeting

Once you have completed the Performance Evaluation:



- ✓ Ensure it is held in a private area with minimal distractions
- ✓ Set objectives for the meeting
- ✓ Ensure you bring hard copies of the review for discussion

Conducting the Meeting

- Always start with positive points to avoid a defensive employee
- 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 Personnel 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 are signed and sent to your Personnel Manager



Signature _____

Questions

