July/August 2013

Manager

Employee

Old Form

2014 and Beyond

New Form
As Employees, Each of Us Are Expected to…

- Focus
- Communicate
- Strive
- Engage
- Develop
- Refresh
Performance Management at NSU is designed to be…

Fair and equitable

Consistently applied

Simple and easy to use
Agenda

Performance Management Overview

1. Performance expectations
2. Evaluating and differentiating performance
3. Successful performance discussions
4. Sharing pay decisions with employees

Wrap-up and answer questions
Agenda

Performance Management Overview

1. Performance expectations
2. Evaluating and differentiating performance
3. Successful performance discussions
4. Year-end outcomes
Wrap-up and answer questions
What’s Changing and What’s Expected

- Unclear performance expectations → Cascaded & clearly defined performance expectations
- Inflated ratings → Guidelines, process & tools to drive consistent evaluations
- Inconsistent link to pay → Stronger alignment between pay and performance
- Inconsistent practices → University-wide approach
Employee Self-assessment

President to direct report cascade

Manager initial evaluation

Next-level manager review

Alignment meetings

Center Head review of aggregate reviews

Performance Discussion (cascade & evaluation)

All Forms completed and submitted to OHR

Pay Discussion, if applicable

Mid-year Discussion

Employee performance year July 1st – June 30th
Engaging in the Performance Discussion

- Have a dialogue
- Share a summary
- Discuss what to start, stop, continue doing
- Discuss performance expectations
- Ensure you have necessary resources; agree to follow-up if changes occur

Private location

Key messages & discussion

Meeting Agenda

Allow 60 minutes
Performance Management Cycle

Employee performance year July 1st – June 30th

Mid-year Discussion
Conducting the Mid-year Discussion

Meeting Agenda

- Review performance expectations
- Discuss progress
- Confirm if anything needs to change
- Ensure you have resources; agree to follow-up if changes occur

Private location

Key messages & discussion

Allow 60 minutes
Strengthening the Partnership

Partnership

Manager

Employee

Accountability

Understanding & achieving goals

Seeking feedback

Clear Guidelines & Tools

Differentiation
Agenda

Performance Management Overview

1. Performance expectations

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Wrap-up and answer questions
What performance matters at NSU?

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<thead>
<tr>
<th>Career Level</th>
<th>Core Values</th>
<th>Goals</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>People Managers</td>
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<td></td>
<td>People Mgmt</td>
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Form
Identify issues that might affect academic excellence and escalate them to the appropriate stakeholder(s) or, if appropriate, participates in designing/implementing solutions.
## What performance matters at NSU?

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People Management (managers only)

- Conducts individual goal-setting and progress meetings
- Coaches for success
- Shows managerial courage
- Differentiates rewards
- Champions talent development
- Identifies talent gaps
- Recruits strategically
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Goal Setting

Why is goal setting important?

- Align actions with goal cascade
- Clarify expectations for team members
- Preparation for differentiating performance
Goals

Manager/Professional

Annual Goals

Technical/Associate

Task Goals

For non-exempt jobs, goals may look like tasks

“Task” goals are areas of accountability determined by the job duties

Quantitative, and potentially qualitative measures
Goals

470 Non-exempt Jobs
1,350 Employees

Technical/Associate

Task Goals
Goal Type: Task Goals

- Responds to inquiries and resolves routine problems requiring general understanding of work-area policies and procedures.
- Composes, edits, proofreads, and types basic documents; creates mail merges and performs mass mailings; photocopies and collates basic material.
- Prepares forms and documents; verifies data for discrepancies and follows up to ensure accuracy.
- Enters data and generates reports from NSU specific software systems.
- Schedules meetings, appointments and coordinates travel.

Manager and Employee can add additional goals.

Example for Administrative Assistant 1
SMART Goals

- **Specific**
  - Who, what, where, when and how?

- **Measurable**
  - Qualitative and quantitative indicators of expected performance?

- **Ambitious but Achievable**
  - Stretch goal to grow capabilities?
  - Available resources to accomplish?

- **Relevant**
  - Alignment with function objectives?
  - Reflection of customer needs?

- **Time-bound**
  - What is the timeline for achieving the goal?
## SMART Goals

<table>
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<th>SMART Goal</th>
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<tr>
<td>Reduce maintenance costs by 5%</td>
<td>Reduce maintenance costs by 5% by the end of the year through implementation of a more frequent maintenance schedule and other programs designed to decrease down time and parts inventory</td>
</tr>
<tr>
<td>Increase customer satisfaction</td>
<td>Increase customer satisfaction by 5% or be at or above the 90th percentile by mid-year (as measured by the employee customer satisfaction survey) through continuous customer communication and proactive issue resolution</td>
</tr>
</tbody>
</table>
Skills Review: Drafting Goals

- Consider your role and team
- Draft goals that are aligned
- Share and discuss goals

Handout 1

15 minutes
Performance Management Overview

1. Performance expectations

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Wrap-up and answer questions
All Forms completed and submitted to OHR

Steps in Evaluating Performance

1. Employee self-assessment
2. Review performance expectations
3. Gather data & review
4. Complete form
5. Next level manager review/alignment meetings
6. All Forms completed and submitted to OHR

Dates:
- May 15th
- June
- July
- Aug
- Sept
- Oct
- Nov
- Dec
- Jan

Note: All forms must be completed and submitted by May 15th.
Three-Point Rating Scale

Performance Rating
Expected Distribution of Ratings

- Unsatisfactory Contribution
- Successful Contribution
- Exceptional Contribution

[Graph showing the distribution of ratings with a bell curve]
Consistently met expectations and occasionally exceeded expectations. Employee was a solid contributor to the success of his/her department and NSU
Frequently exceeded expectations. Employee was an exceptional contributor to the success of his/her department and NSU. He/she demonstrated role model behaviors.
Three-Point Rating Definitions

- Unsatisfactory Contribution: Delivers inconsistent contributions. Improvement is needed to accomplish expected results. Employee will be placed on a Performance Improvement Plan (PIP) with a follow-up review occurring as specified by the supervisor.
- Exceptional Contribution: Successful Contribution: Exceptional Contribution:
Performance Improvement Plans

Unsatisfactory Contribution

Expectations & timing for correcting the issue
Shared with employees no later than 30 days post-evaluation

OHR

PIP

PIP
Determining the Initial Performance Rating

- Look for results
- Compare actual performance to expectations
- Review patterns of behavior
- Consider multiple perspectives
- Broaden perceptions
- Think beyond first and last impressions
Skills Review: Determining Performance Rating

Determine the year-end performance rating

- How you rated the individuals & why?
  - Difficulties?
  - Key learnings?

Employee Profiles

Performance ratings?
Differentiations?

Handout 3

15 minutes
Next-level Manager Review

Center Head sets expectations

Next-level Manager

Manager A  Manager B  Manager C

Employee evaluations

Consistency

Next-level manager’s assessment of the employee
Alignment Discussion

Next-level Manager

Manager

- Confirm expectations
- Bring facts to support your recommendations
- Confirm any changes

Review each of your employees
Professional Development and Career

- Unsatisfactory Contribution
- Successful Contribution
- Exceptional Contribution

**Employee**

Focus on current role

Focus on current role and/or potential future roles
Professional Development

Identify opportunities for developing capabilities for current and/or future role

On the Job Learning: 70%
Coaching: 20%
Training: 10%
Professional Development Questions

- Short & Long-Term Career Goals?
- Different paths?
- Achieving career goals?
- Challenges & obstacles?
- Support needed?
- Division/Department Rotation?

Strengths & development needs?
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Quality Performance Evaluation

Performance

Situation
Behavior
Impact

Start
Stop
Continue

Accurate Self-assessment
Informal Conversations
Formal Meetings
Seeking Feedback

In Person

Manager/Colleague

Employee

Doing well?

More effective?

Private Location

One thing
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Wrap-up and answer questions
Compensation Philosophy

Value 1
Market competitive pay

Value 2
Paying for performance
Value #2: Pay for Performance

Performance Ratings

Unsatisfactory Contribution

Successful Contribution

Exceptional Contribution

$
Pay Discussion

Share final outcomes

Market Adjustments

Pay for Performance

10 mins

Private location
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Wrap-up and answer questions
Tools & Resources

Performance Management Guidebook

Today’s training materials

Your manager and OHR
Questions & Answers