

# OFFICE OF HUMAN RESOURCES



## PERFORMANCE MANAGEMENT TRAINING

December 16, 2019

# OBJECTIVES

- To provide participants with information & guidance regarding Performance Management at the College.
- Inform participants about their respective roles in the Annual Performance Evaluation process to ensure it is mutually beneficial to all stake holders.....





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## **UNIVERSITY & COLLEGE POLICIES**

- Bylaws of the Board of Trustees
- CUNY Policies & Procedures
- LaGuardia College Governance Plan
- Collective Bargaining Agreements
- Staff Handbooks
- Personnel Review Committee



# PERFORMANCE MANAGEMENT CYCLE



# PERFORMANCE EVALUATION V. PERFORMANCE MANAGEMENT

## Evaluation

*One time event*

*Retrospective*

*Short Term*

*Correction oriented*

*Completing form*

## Management

*Ongoing*

*Prospective*

*Long Term*

*Progress steps*

*Planning/goal setting*

# WHY IS PERFORMANCE EVALUATION IMPORTANT?

- Contractually Mandated
  - HEO Series – PSC/CUNY Agreement, Article 18
  - Classified Staff – White & Blue Collar Agreements, Article V, Section 1
- Use for making personnel decisions.....discretionary salary increases, promotion, employee development, etc.
- Allows for employees to work with supervisors on goals and priorities for the next year.
- Provides a mechanism to document performance expectations and measure them against actual performance.
- Provides an opportunity for employees to discuss work-related problems and interest with supervisors

# WHO SHOULD BE EVALUATED?

- All full-time employees, regardless of classification or status.



# ANNUAL EVALUATION PROCESS

## HEO Series Employees.....

- HR Meets with Divisional Vice President and other Executives between December and January .....
- Information is shared by VP with Divisional Managers and Supervisors.
- Managers/Supervisors inform respective employees in advance and schedule evaluation conference.
- Managers/Supervisors prepare evaluation instrument and share with respective employee within **ten (10) working days** following the conference.
- Original completed forms must be submitted to HR on or before **Monday, March 2, 2020**.

## **Classified Employees.....**

- HR sends a list of all full-time employees to be evaluated to the respective managers/supervisors between **December and January.**
- Managers/Supervisors inform respective employees in advance and schedule evaluation conference.
- Managers/Supervisors prepare evaluation instrument and share with respective employee as soon **as possible after the conference.**
- Completed form is submitted to HR on or before **Monday, March 23, 2020.**

# PLANNING FOR THE CONFERENCE

- Provide employee with advance notice of the meeting and schedule sufficient time in a conducive space.
- Lay out plan for performance discussions – collect and review notes, statistics, citations and performance based examples.
- Review last year's evaluation.
- Review job duties and responsibilities. **Employees performance must be evaluated on duties and responsibilities delineated in the employee-signed job description.**
- Create list of special assignments or projects (completed or not) and how well they were accomplished.

# OTHER CONSIDERATIONS!!!

- While reviewing the job description:  
If the duties and responsibilities have changed and has been continuous over time.....contact HR for a consultation.
- Identify goals which the employee's performance will be measured against in the next review. (Projects, New initiatives, Process improvements related to the department, College and University goals and objectives)
- **If employee fails to attend an evaluation conference without reasonable cause, the conference shall be rescheduled. Employee must be notified in writing of the rescheduled date..... Failure to attend again, without reasonable cause, can result in the preparation of evaluation for inclusion in employees file.**



# Pitfalls to Avoid.....

- **The Halo Effect:** Allowing one good aspect of a person's character or performance to influence the entire evaluation.
- **The Horns Effect:** Allowing one negative aspect of a person's character or performance to influence the entire evaluation.
- **Partial Rating:** Basing the rating on the most recent period of time, not the total evaluation period.
- **Similar to me:** Evaluating more favorably those who are similar to you .
- **Favoritism:** Evaluating friends higher than other employees.

**Try to avoid this.....**



**"Your entire performance review is based on what you do in the next thirty seconds ... go!"**

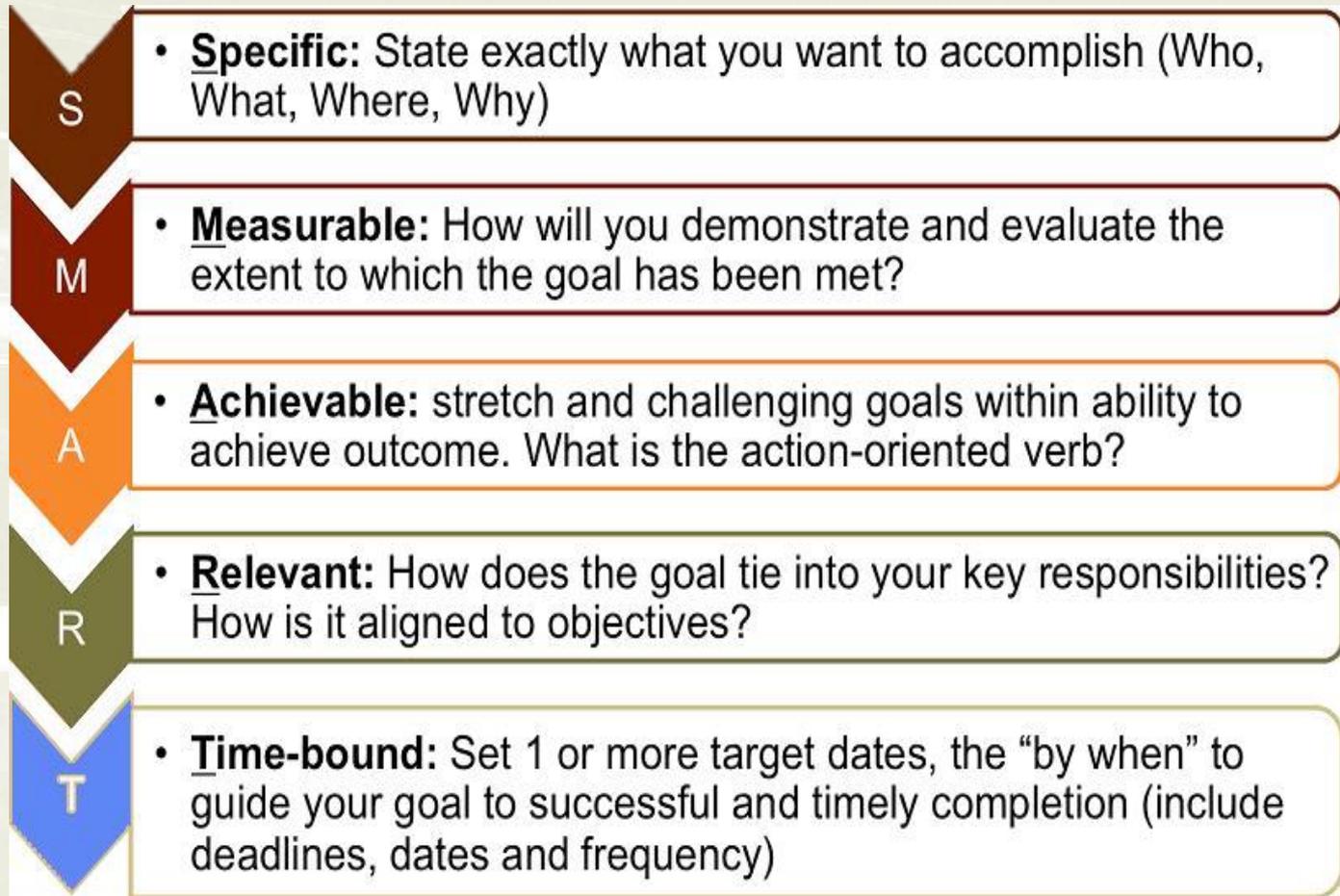
# DURING THE CONFERENCE.....

- **Don't exhibit defensiveness** – if employee criticism is justified due to management failure or lack of resources, accept, and move on to next area of review.
- **Respect confidentiality** of the review discussion when possible. If unlimited confidentiality cannot be promised, advise employee accordingly.
- **Discuss the full range of issues** which may arise in the performance management discussion.
- No cell phones, no emails, no text messaging, no electronic devices, no interruptions
- **Handle dissent professionally** – disagreements should be noted as a matter of record.

# Not this experience.....



# GOAL SETTING



## **Examples of goals:**

- Continue to work on procedure manual.
- Provide training to for MS Word.

## **Examples of more defined goals:**

- In order to facilitate cross-training in our department, complete the procedure manual for all processes you are responsible for, by June 15, 2020.
- Provide at least 5 sessions of MS Word training for all clerical staff in the division of Administration by July 31, 2020.

# AFTER THE CONFERENCE.....

- Remember.....Managers/Supervisors prepare evaluation instrument and share with respective employee within **ten (10) working days** following the conference.
- Employee should be given **adequate time** to review and sign form and return to supervisor.
- If employee refuses to sign, have someone in a supervisory capacity sign on the form and state that they witnessed the employee's refusal to sign.
- Completed evaluation form must be submitted to HR on or before established deadlines.

# PERFORMANCE EVALUATION FORMS

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- [HEO Evaluation Form](#)
- [Classified Managerial Form](#)
- [Classified Sub-Managerial](#)
- [Public Safety](#)

All forms can be access from the HR webpage

<http://www.lagcc.cuny.edu/humanresources/Forms/>

# Review of Human Resource File

The Personnel & Budget (P&B) file is available for examination by the employee and the direct supervisor at his or her request.

Each document placed in the P&B file must be signed or initialed by the employee as evidence of his or her having read the document.

***Files may be reviewed by appointment only. Please contact the Office of Human Resources at ext. 5075***



# SUMMARY

- Performance Management Cycle
- Performance Management v. Performance Evaluation
- Importance of Performance Evaluation & Who should be evaluated
- Performance Evaluation Process
- Evaluation Conference.....Before , During and After.
- Goal Setting.....SMART Goals
- Review of Evaluation Forms



# SCENARIOS

## Scenario I:

Tom, a HEA, is completing his third year of service as Associate Director of Development and suspects that his supervisor, Vice President Carol, does not understand his methods and contributions, and is most likely planning to give him his first unsatisfactory evaluation. VP Carol's Admin Assistant emails Tom to schedule the date and time for his annual evaluation conference with the VP. Tom confirms the proposed date of January 15<sup>th</sup> by email. On January 15<sup>th</sup>, Tom calls in sick. VP Carol then prepares an evaluation memorandum reflecting Tom's total performance and professional progress for the prior year, incorporating comments from her two prior guidance memoranda to Tom that she had discuss with him at two of their semi-monthly meetings. She evaluates him on all 11 core competencies listed in CUNY HEO evaluation form. The evaluation is placed in Tom's personnel file.

**FATAL!**



## Scenario II:

VP Carol holds Tom's annual evaluation conference on January 15<sup>th</sup> as scheduled, and reviews his total performance and professional progress with him. Following the conference, she prepares the evaluation, which includes Tom's comments made during the conference. VP Carol's Admin Assistant misplaces the document and only transmits it to Tom for signature once the error is discovered, over a month later.

**FATAL!** .....

# QUESTIONS???

