Performance Management Training for Employees

2022

Presenter: Eileen Caufield, HR
Today’s Topics

• Evaluating performance via the RED form
  • Objectives
  • Competencies
  • Professional Development
• Using Formstack to Complete the RED Form for employees
• Tips for scheduling and conducting the feedback sessions in a virtual environment
Purpose of Performance Assessment

• Creates a forum for open dialogue between employee and manager.

• Provides an opportunity for managers to share the direction of the University/department/unit and how each employee’s job fits in.

• Clarifies mutually understood expectations and provides a basis for measuring an employee’s ongoing performance.

• Provides opportunity for coaching and giving feedback.
Stages of Performance Cycle

- Beginning of Performance Cycle
- During Performance Cycle
- End of Performance Cycle
- Final Assessment
## Performance Weighting Breakdown

### June 1\textsuperscript{st} through May 31\textsuperscript{st}

<table>
<thead>
<tr>
<th>Objectives</th>
<th>60%</th>
<th>What</th>
<th>Achievements, results, outputs measured in terms of Quality, Quantity, Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. John’s University’s Values at Work &amp; Competencies</td>
<td>40%</td>
<td>How</td>
<td>Through St. John’s University’s Values, how do you apply behaviors, skills knowledge to the job</td>
</tr>
<tr>
<td>Development Plan</td>
<td></td>
<td>How to</td>
<td>Opportunities to grow or improve</td>
</tr>
</tbody>
</table>
Performance Planning: Objective Setting

- Occurs at the beginning of the cycle. Foundation for the whole process.
- Lets you know what’s expected and how your performance will be assessed.
- Gives you the opportunity to provide input about how to perform your job.
- Helps you stay on track and remain clear on changing priorities throughout the cycle.
- Positions you for success; eliminates surprises.
- Focuses on the results of your work.
- Aligns the institutional priorities throughout the organization so that we’re all working toward the same end.
How Are Objectives Developed?

STRATEGIC PLAN

DEPARTMENT’S GOALS

YOUR MANAGER’S OBJECTIVES

YOUR OBJECTIVES
Guidelines for Writing Performance Objectives

Think About:

- How to translate tasks into results and differentiate between a task and the expected result(s) of the effort.
- The specific results you will be held accountable for.
- Why are you doing this? How will you know if your goal has been achieved?
- Who receives the service you provide?
- What do the recipients expect in terms of **quality**, **quantity** and **timeliness**?
- The SMART Criteria.
Manager communicates to employee job objectives for performance cycle

- Identify a minimum of 3 objectives (recommend no more than 5)
- Align job objectives to department objectives and foundational themes
- Ensure objectives meet S.M.A.R.T. criteria (Specific, Measurable, Attainable, Relevant, and Time-Bound)
- Link objectives/key responsibilities to the job. **Note**: If 2 or more employees perform the same job, then objectives & responsibilities must be the same
- Specify a weighting for each objective/key responsibility

Beginning of Performance Cycle: June 1 – July 31
<table>
<thead>
<tr>
<th>Objective</th>
<th>Weighting</th>
</tr>
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<tr>
<td><strong>Objective 1</strong> – Design and Delivery of Training Programs - During the fiscal year, deliver 2-3 workshops for each of the following programs): Quality Service, Time Management, Active Listening, Effective Meetings, Coaching, Managing for Success, etc., with a very good/excellent rating of 90% and ensure participation rate is consistent with targets</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Objective 2</strong> – Complete the certificate tracking project so that each active administrator and staff member has a completed profile established in the Excel spreadsheet by May 31, 2022.</td>
<td>25%</td>
</tr>
<tr>
<td><strong>Objective 3</strong> – Develop a Telecommuting online course in Canvas, complete with evaluation and review questions, by April 30, 2022.</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Objective 4</strong> – Develop and pilot Adapting to Change by August 31, 2021. Train 25 people by 12/31/21 with a very good/excellent rating of at least 90%.</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Objective totals</strong></td>
<td>100%</td>
</tr>
</tbody>
</table>
The Mission/St. John’s Values at Work are expressed & integrated into the work at St. John’s through the following competencies:

- Provide Timely and Excellent Service
- Diversity & Inclusion
- Shared Ownership & Accountability
- Quality of Work
- Adapting to Change
- Collegiality & Teamwork
- Communication
The Mission/St. John’s Values at Work are expressed & integrated into the work at St. John’s through the following competencies:

- Provide Timely and Excellent Service
- Planning & Strategic Vision
- People Management
- Quality of Work
- Communication
- Collegiality & Teamwork
- Diversity & Inclusion
- Shared Ownership & Accountability
- Change Management
Professional Development Plan –
this section is used to identify skills, knowledge and abilities for future growth, growth in the current job or competency development.

Managers must:

➢ Partner with employee to establish plan to develop knowledge, skills and abilities;
➢ Provide a timeline within performance review period for progress
➢ Ensure employee is compliant in all University required training. Ask each employee to attach a copy of his/her training profile.
During the Performance Cycle

Check in with employees throughout the year to ensure employees are on track and objectives remain relevant.

Note significant accomplishments, changes in direction, or areas for improvement.

Any changes in objectives during the reporting period must be discussed with the employee and signed and dated by both manager and employee.

No rating and no paperwork submitted to HR.
End of Performance Cycle

• **End of May** - Request that employees complete self-assessment for submission by second week of June (in typical year). **This year, complete self-assessment within 30 days of receiving link to Formstack RED Form.**

• **By July 31** - Prepare final assessment using the employee’s self-assessment as a guide. Managers are asked to write their final assessment in the Formstack RED Form.

• **Note:** If you need additional time to submit your ratings, please contact your HR Services’ representative.

Karen Crowley: 718-990-1502; Cynthia Simpson: 718-990-6333.
Consult your performance log.

Ensure that comments include specific, factual and descriptive examples that are job-related and behaviorally written.

Make sure comments match the rating.

Strive for clarity.

Focus on accomplishments and results produced.

Identify strengths and development areas.

**Note:** If you are a new manager or you have new direct reports, you should contact HR Services for a copy of your direct reports’ prior year evaluation.
# Five-Point Rating Scale

Comments are required for each rating except **PW**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
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<tr>
<td><strong>EP</strong> = Exceptional Performance</td>
<td>Performance consistently and significantly exceeds departmental and position expectations</td>
</tr>
<tr>
<td><strong>PW+</strong> = Performs Well Plus</td>
<td>Performs well in all aspects of the job, exceeds expectations in a few areas</td>
</tr>
<tr>
<td><strong>PW</strong> = Performs Well <em>(no written rationale required)</em></td>
<td>Performance consistently meets expectations and job requirements</td>
</tr>
<tr>
<td><strong>NI</strong> = Needs Improvement</td>
<td>Performance consistently does not meet expectations and improvement is required.</td>
</tr>
<tr>
<td><strong>DNM</strong> – Does not meet expectations</td>
<td>Performance does not meet expectations</td>
</tr>
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</table>
Completing Your Self Assessment

- Use the RED form to complete your self-assessment.
- Send self-assessment to your manager prior to your performance discussion meeting.
- Be as honest and factual as possible.
- List all of your accomplishments from the year; note reasons for set-backs.
- Include enough specific details so that your manager understands your contributions.
- Highlight changes in priorities that arose during the cycle.
- Expect your manager to add comments accordingly.
- Understand that your supervisor has final say.
I have been attending departmental meetings with the goal of making suggestions to improve work processes, and one of my suggestions, xxxxxxx, resulted in a change in procedures that has saved the department over $2,000 this year alone.

Despite the reduced headcount in our department, I have completed my database project on time and $1,000 under budget. As a result, students can now access their information in two clicks instead of four and the information is updated immediately instead of every 24 hours.

During the past year, I documented 5 of 7 work processes that were used to train new student workers hired by the department. The documentation resulted in reduced time spent to train the student workers and now serve as desk procedures.
Participating in the Performance Discussion

- Refer back to your list of accomplishments.
- Complete your Self-Assessment before the meeting. Be objective about the things you did well and the areas where you could have done better.
- Be prepared to discuss your Self-Assessment during the meeting with your manager.
- Discuss areas you would like to develop and/or career interests you may have.
- Be open to feedback and ask questions if you don’t understand something.
Additional Resources

- HR Services Contacts: ext. 1502 or 6333

- Employee Assistance Program (EAP)

- University Information System (UIS) – list of training workshops

- HR Training & Development Professional Development Workshops and Certificate Programs

- LinkedIn Learning.com
Tips for Conducting Virtual Feedback Meetings

- Supervisors should send to their direct reports, via email, the RED form complete with their narrative comments and ratings at least 24 hours before the scheduled meeting.
- Plan on each meeting to last 45-60 minutes.
- Conduct the meeting in-person, via TEAMS, or WebEx Meetings.
- Use your webcam for these meetings – it is important that supervisors and direct reports see each other.
- Discuss the present year’s performance and toward the end of the meeting discuss next year’s goals.
Additional Resources

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<td>Karen Crowley</td>
<td>718-990-1502</td>
<td><a href="mailto:crowleyk@stjohns.edu">crowleyk@stjohns.edu</a></td>
</tr>
<tr>
<td>Cynthia Simpson</td>
<td>718-990-6333</td>
<td><a href="mailto:simpsoc1@stjohns.edu">simpsoc1@stjohns.edu</a></td>
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HR Services' Web page

Resources for Telework Success
Employee Starts RED Process
All employees will receive an email from the Office of Human Resources transmitting a link to the RED Form.

**Note:** Training recommends that you create an Outlook email archive folder for yourself and label it RED 2022 to store the RED-related emails you will receive from HR and Formstack.
Accessing the RED Form from the HR Email

Click on the **RED Form** link.

You will be asked to provide a two-factor authentication code in order to access the RED Form.

Click on **Send code**, enter the code and click on **Verify**.
Result after you enter your verification code: You will be brought to the RED Form with some of your personal information pre-filled on the form. Scroll through the form to continue to complete the RED Form.
Accessing the RED Form from the HR Webpage

1. Login to the St. John’s website
2. Scroll to the footer and select Human Resources

3. From the HR webpage, click on Human Resources Services
4. Scroll down to the section that reads **Employee Performance Management – Recognize Excellence and Development (RED)** and in the expandable section **For All Employees**, click on the plus sign + to expand the section.

**Employee Performance Management - Recognize Excellence and Development (RED)**

RED is St. John's University's annual, cyclical, performance management program for staff and administrators. To help employees and supervisors get the most out of the performance management process, the following resources, tools and training are provided:

For All Employees +
5. Click on the **RED Form** at the entry, *Access the RED Form*

**Result:** You will be brought to the RED Form with some of your personal information pre-filled on the form. Scroll through the form to continue to complete the RED Form.
On the Formstack Form for Recognize Excellent and Development (RED) enter the required demographic information. **Note:** Some of the information will be pre-filled for you. Any field marked with an asterisk requires you to enter information; otherwise, you will not be able to submit the form.

Enter the following on the RED Form:

1. Your **First Name**, **Last Name**, **Job Title**, **St. John’s Email** address (confirm you email address) and **XID number**. **Note:** You can find your **XID number** on your pay statement above your name and SSN.
2. Select your **School or Department** from the drop-down menu.
3. Leave blank the field that asks for the **Periodic Check In Date** since this is the final assessment.
Enter the following on the RED Form:

1. **Your supervisor’s First Name, Last Name, and St. John’s Email address** (confirm the email address)

2. **Note**: It is important that you enter your supervisor’s St. John’s email address because when you submit the form, the form will be sent to the email address of the supervisor whose name you entered onto the form.
For tips on how to write the objectives/key responsibilities, click on the arrow labeled **Beginning of Performance Cycle**.

Write down the objectives (one objective per box) that reflects the major work performed during the reporting cycle. **Note:** You should have between 3-5 major objectives.

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**Employee's Objectives/Key Responsibilities**

Please enter the Objectives/Key Responsibilities set by you and your supervisor at the beginning of the performance cycle.

Click the relevant icon below for tips on how to complete this section:

![Beginning of Performance Cycle](image)
Although you are not asked to rate yourself on the competencies, you should view the list of competencies to address when writing your self-assessment. You can find the list of competencies on the HR Services webpage in the RED Section. Your supervisor will add the ratings for the competencies.

1. Provide Timely and Excellent Service:

2. Diversity and Inclusivity:
Demonstrates the ability to communicate across differences to create a collaborative, collegial, and caring community. Actively seeks and considers perspectives and experiences from people different from oneself.

3. Shared Ownership/Accountability:
Understands and takes responsibility for individual role in achieving department/university-wide objectives.

4. Adapting to Change:
Demonstrates resiliency. Maintains effectiveness when faced with changes in direction, priorities, schedules, and responsibilities.

5. Collegiality and Teamwork:
Works collaboratively and respectfully within and across departments.

6. Communication:
Communicates clearly, concisely, and respectfully in all interactions.

7. Quality of Work:
Provides accurate complete products and services

8. People Management:
Communicates with employees to set expectations, mentor, coach, support. Sets direction and leads team.

9. Planning and Strategic Vision:
Develops plans to support business unit objectives

Note: Competencies #8 & 9 are for administrators who supervise non-supervisory administrators and staff.
On the RED Form, there is space to enter the steps you have taken to enhance skills/knowledge and abilities during the past year. Identify the skill, the action to be taken and the results i.e., if the action was completed during the past year. **Provide this information to your supervisor so they can enter this information on your RED Form.**  

*Note:* Also, think of additional development opportunities to add to the RED Form for the next year.
For tips on how to write the self-assessment, click on the arrow labeled **End of Performance Cycle**.

In the box labeled **Employee’s Self-Assessment**, write how you met each objective. Where possible, provide data to support how well you met the objective. Also, address how well you met each one of St. John’s competencies.

**Important:** Prepare and save your self-assessment in a Word document before copying and pasting into the Formstack RED Form.
Saving the RED Form to Complete Later

If you have not completed the self-assessment, and you wish to save it to work on at a later date, click on **Save and Resume Later**. If you are finished with the self-assessment, click on **Submit Form** to submit the self-assessment to your supervisor.

*Nothing contained in this St. John’s Performance Assessment alters the “at-will” nature of your employment, which means that both you and St. John’s University may terminate the employment relationship at any time, with or without notice, reason or cause.*
Upon submission of your RED form and self-assessment to your supervisor, you will receive an email from the Office of Human Resources acknowledging completion of your form and informing you that your supervisor has the action to complete their section of the RED Form.
After your supervisor completes the ratings and supervisor’s summary and submits the form, Formstack sends you and your supervisor an email that the Supervisor submitted their ratings and narrative to you, their employee, and transmits a sample copy of the RED Form.

Email notifying employee that supervisor submitted RED Form:

RED Form Complete! | Submission ID: 992303315

Office of Human Resources via Formstack
To: [Email Address]
Cc: Eileen Caufield, hr_formstack@stjohns.edu

[Sample PDF attachment]

Submission ID: 992303315 | Date Completed |

Hello [Employee Name] and Eileen Caufield. Attached you will both find a sample copy of the completed Recognize Excellence and Development (RED) form. At this point, you should both schedule a one-on-one meeting to go over the finalized form.

Once you have completed your one-on-one meeting, Nicholas Skrotzki will need to sign their Recognize Excellence and Development (RED) form in Formstack with their Supervisor. Once signature is complete, a signed unwatermarked document will be sent to both Nicholas and Eileen. Failure to sign your agreed upon RED Form will result in the RED process not being complete.

Sincerely,
St. John’s University Human Resources
After your supervisor completes the ratings and supervisor’s summary and submits the form, **Formstack** sends you and your supervisor a **sample** copy of the RED Form. Supervisors are required to schedule a meeting with their direct reports to discuss the RED Form.
After the one-on-one meeting is held, supervisor signs the employee’s RED Form, and the employee receives a workflow assignment requesting their signature on the RED.

The employee needs to access the Formstack Workspace by clicking on Visit Workspace to Complete Task to sign the employee’s RED Form.

Or, you can access the Workspace by clicking on the Formstack tile from the dashboard.
You will be brought to the login screen for Formstack. Enter your St. John’s email address and click on Log into Formstack.
Select Log in with SignOn.

**Note:** If you are already signed in with your Okta sign-in, you will be brought to your Formstack Workspace. If you have not signed into Okta, you will be asked to enter your St. John’s username and password.
Logging into Formstack to Sign RED Form

You will be asked to provide a two-factor authentication code in order to access the RED Form.

Click on **Send code**, enter the code and click on **Verify**.
Click on **Recognize and Excellence and Development Workflow v4.2** from the Formstack Workspace.
Click on the Workflow # that corresponds to your RED Form.
While on the screen that displays your RED Form, click on Open Form to open-up the RED Form.
Scroll through the RED Form until you arrive at the Employee Signature section.

**Note:** At this point you have the option to enter additional comments if you do not agree with the supervisor’s comments or wish to provide an additional explanation in response to supervisor’s comments.

**If you wish to add comments,**
1. Select **Yes** in response to the question that asks for additional comments
2. Enter comments in the text box
3. Enter **First Name, Last Name, Date of Employee Completion (Signature)**
4. Click on **Submit Form**.
If you have no additional comments to make, select No in response to the question that asks if you would like to include additional comments,

1. Enter First Name, Last Name, and Date when you complete the form.

2. Click on Submit Form.
After you sign and submit the RED Form, Formstack sends to both the supervisor and you, the employee, an email notifying you that the process has been completed and Formstack transmits a final copy of the RED to both you and your supervisor.
Formstack sends to both the supervisor and the employee a final copy of the RED. Copies are also sent to HR and uploaded to Banner Xtender.
Important: Prepare and save your self-assessment in a Word document before copying and pasting into the Formstack RED Form.

If you have not completed the self-assessment, and you wish to save it to work on at a later date, click on Save and Resume Later.

Nothing contained in this St. John’s Performance Assessment alters the “at-will” nature of your employment, which means that both you and St. John’s University may terminate the employment relationship at any time, with or without notice, reason or cause.
In response to the system’s prompt, click on **Save and get link**.
If you elected to have Formstack send you the link, you will receive a confirmation with a note that the RED Form was sent to your email address. If you did not receive the link, click **Resend email**.
Note: If you selected **Save and Resume Later**, you will receive an email sent to your St. John’s email address from the Office of Human Resources with a link to your partially completed RED Form. **Important – You have 30 days to resume completing the form.** At this point, you have two options: (i) Save the link or (ii) enter your St. John’s email address and click on **Send Save and resume link**. **Result:** You will receive an email with the link to the partially completed RED Form.
If you elected to have Formstack send you the link, you will receive an email from the Office of Human Resources with the link to the RED Form. Save the email and be sure to resume work on the RED Form within 30 days of receipt of the email. If you wait more than the 30 days, then you will have to start the form from the beginning.
When you click on the link in the email from Human Resources, you will be asked to provide the two-factor authentication. Send the code, enter the code and click on Verify.
You will be brought to the partially completed RED Form.

Complete the form and click on **Submit Form** to submit the form to your supervisor.
Thank you!
Please remember to complete the evaluations.

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