Performance Management Training for Employees

2023
Today’s Topics

• Evaluating performance via the RED form
  • Objectives
  • Competencies
  • Professional Development
• Using Formstack to Complete the RED Form for employees
• 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**
<table>
<thead>
<tr>
<th></th>
<th>60%</th>
<th></th>
<th>Achievements, results, outputs measured in terms of Quality, Quantity, Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives</td>
<td></td>
<td>What</td>
<td></td>
</tr>
<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>
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</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 (Five Foundational Themes)

↓

DEPARTMENT’S GOALS

↓

YOUR MANAGER’S OBJECTIVES

↓

YOUR 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 (90% very good or excellent on evaluations),
  - quantity (increase student enrollment by 5% over the previous year)
  - timeliness (resolve help desk tickets within 24 hours)?
- 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
## Objective Weighting – 60% Overall Weighting

<table>
<thead>
<tr>
<th>Objective</th>
<th>Weighting</th>
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<tbody>
<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, 2023.</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, 2023.</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Objective 4</strong> – Develop and pilot <em>Adapting to Change</em> by August 31, 2022. Train 25 people by 12/31/22 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
- Quality of Work
- Shared Ownership & Accountability
- Collegiality & Teamwork
- Communication
- Adapting to Change
The Mission/St. John’s Values at Work are expressed & integrated into the work at St. John’s through the following competencies:

- Planning & Strategic Vision
- People Management
- Communication
- Collegiality & Teamwork
- Quality of Work
- Shared Ownership & Accountability
- Change Management
- Diversity & Inclusion
- Provide Timely and Excellent Service
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 their training profile.
## During the Performance Cycle

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<th><strong>Check in with employees throughout the year to ensure employees are on track and objectives remain relevant</strong></th>
</tr>
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<tr>
<td><strong>Note significant accomplishments, changes in direction, or areas for improvement</strong></td>
</tr>
<tr>
<td><strong>Any changes in objectives during the reporting period must be discussed with the employee and signed and dated by both manager and employee</strong></td>
</tr>
<tr>
<td><strong>No rating and no paperwork submitted to HR</strong></td>
</tr>
</tbody>
</table>
End of Performance Cycle

• **End of May** - Request that employees submit self-assessment by June 30th.

• **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; Marian Saia: 718-990-2445
Writing Comments

- 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 your manager is new this year, you should share with them a copy of last year’s RED Form that was completed.
### 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</td>
<td>Performance consistently meets expectations and job requirements (no written rationale required)</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>
</tbody>
</table>
Completing Your Self Assessment

• Seek agreement from your supervisor on the objectives you will assess in your evaluation.
• Write your self-assessment in a Word document.
• 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.
• Use the RED form to complete your self-assessment (copy and paste from the Word document into the Formstack RED Form)
• Send self-assessment to your manager prior to your performance discussion meeting.
• 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.
Tips for Conducting Virtual Feedback Meetings

• Supervisors should send to their direct reports, via email, the SAMPLE 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

### HR Services Representatives

<table>
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<tr>
<td>Karen Crowley</td>
<td>718-990-1502</td>
<td><a href="mailto:crowleyk@stjohns.edu">crowleyk@stjohns.edu</a></td>
</tr>
<tr>
<td>Marian Saia</td>
<td>718-990-2445</td>
<td><a href="mailto:saiam@stjohns.edu">saiam@stjohns.edu</a></td>
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- HR Services' Web page
- Resources for Telework Success
- Employee Assistance Program (EAP)
- LinkedIn Learning.com
- University Information System (UIS) – list of training workshops
- HR Training & Development Professional Development Workshops and Certificate Programs
Employee Starts RED Process
All employees will receive an email from the Office of Human Resources transmitting a link to the RED Form.

Draft of Memo that will be sent to FT and PT Administrators and Staff hired before 4/1/2023

TO: All FT and PT administrators and staff who started before 4/1/23
FROM: Office of Human Resources
TARGET DATE: June 1, 2023
SUBJECT: RED Form Link

The RED performance review process is now underway. Please click the link below to access the RED form. You must access and complete your RED form by June 30, 2023.

RED Form

Please note that the RED form does not have a “save and resume” feature, which means you will not be able to save your progress on the form prior to submitting it. We strongly recommend that you write and save your objectives and self-assessment on a separate Word Document, and when you are ready to submit the RED form, copy your entries from your Word Document into the RED form.

We encourage you to visit the RED section of the Human Resources Services website, which has instructions on completing the RED form, troubleshooting tips, and links for HR training sessions on the RED process. If you need any assistance with your RED form, please contact Karen Crowley, Associate Director for HR Services, at ext. 1502, or Marian Sala, HR Generalist, at ext. 2445.

Note: Training recommends that you create an Outlook email archive folder for yourself and label it RED 2023 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 via stjohns.edu

2. Scroll to the footer and select Faculty, Administrators & Staff

3. Scroll down and click on Human Resources within the Administration & Staff menu

4. From the HR webpage, click on Human Resources Services
5. 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**
6. 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.
CAUTION! You cannot save the information in the RED Form.

Any partial entry will be lost upon closing the form. When you are ready to complete the RED Form, copy and paste your information from a Word document into the RED Form or be prepared to enter the information directly into the RED Form in one session without interruption. You cannot save partial completion of information added to 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 your 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.

Verify supervisor’s name before you Submit RED Form!
Completing the RED Form in Formstack – Objectives

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.

This year you are asked to provide a weighting that reflects the percentage of time you feel you devoted to each objective during the past year. The percentages should total 100%.
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.
If you are finished with the self-assessment, click on **Submit Form** to submit the self-assessment to your supervisor.

You will receive confirmation that the form was submitted successfully.
Upon submission of your RED form 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 in PDF Format.

Email notifying employee that supervisor submitted RED

Hello Eileen Caufield and Lisa Goldrick. 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 and Lisa has signed the document, Eileen Caufield will be assigned a step and will need to sign their Recognize Excellence and Development (RED) form in Formstack. Once signature is complete, a signed unwatermarked document will be sent to both Eileen and Lisa. Failure to sign your agreed upon RED Form will result in the RED process not being complete.

Sincerely,
St. John’s University Human Resources
718-990-1865

If you experienced any issues with this form or with the following PDF, please open a ticket with Information Technology.
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.
Logging into Formstack to Sign the RED Form

You may be asked to provide a two-factor authentication code in order to access the Formstack Workspace.

Click on **Send code**, **enter the code** and click on **Verify**.
Click on **Recognize Excellence and Development Workflow v4.2.1** from the Formstack Workspace.
Click on the Workflow # and email address that corresponds to your RED Form.
Before you can access the RED Form, you may be asked to accept Formstack’s Terms of Service.

1. Check the box that states, “You have read and agree to all of the above.”

2. Click on Proceed to your account
While on the screen that displays your RED Form, click on Open Form to open-up the RED Form.

Notice the workflow is identifying the step as the employee signature.
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.**

**Result:** You will receive confirmation that the form was submitted.
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.

Result: You will receive confirmation that the form was submitted.
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.
In addition to sending a copy of the RED form to the employee and supervisor, copies are also sent to Human Resources and uploaded to Banner Xtender.

We recommend that you download a copy of the PDF RED Form and maintain it for your records.
Thank you!

Please remember to complete the evaluations.

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