



# Lehman College

The City University of New York

## Performance Management

### Goals of this training

- ▶ Understand the performance management process
- ▶ Understand the relationship between SMART goal setting and achieving results.

# Employment Classifications

- ▶ **HEO** – instructional and noninstructional staff: Assistant to HEO (aHEO), Higher Education Assistant (HEa), Higher Education Associate (HEA) and Higher Education Officer (HEO). Annual evaluations are done preferably once each semester, but at least once each year.
  - ▶ Track 13.3B -Employees' first year appointment is followed by three reappointments annually. The fourth and fifth reappointments are each for two years.
  - ▶ 13.3B - Upon reappointment for the ninth year of service, the employee obtains a Certificate of Continuous Administrative Service (CCAS), a form of job permanency
  - ▶ Instructional Excluded – reappointed every year, regardless of years of service
- ▶ **Probable Permanent** – When selected from a CUNY Civil Service list after passing a qualifying CUNY civil service examination the employee must serve a one-year probationary period and is evaluated quarterly by his/her supervisor(s) during that time. During this period of initial employment, each employee is to receive supervision, instruction, review of work, and any other guidance that is supportive of the employee's opportunity for success on the job.
- ▶ **Permanent** - Following satisfactory completion of the probationary period, the employee is granted permanent status. Evaluated annually.
- ▶ **Provisional** - A provisional appointment is made if there is no civil service list available for a specific title and serve as a provisional until an examination in their title is scheduled and a list is established. Provisional employees are subject to replacement by a qualified candidate from any CUNY Civil Service list, i.e., open competitive, promotional, transfer or preferred. Provisional employees earn disciplinary rights after two (2) years of continuous service.
- ▶ **Non-competitive** - When a test is not practicable, these positions are in the Non-Competitive class. Examples include Custodial Assistant. First year evaluated quarterly.

# What is Performance Management?

## SMART GOALS

Specific (what am I responsible for?)

Measurable (what criteria will be used to measure the goal?)

Aligned (will these activities help to achieve Lehman and University goals?)

Realistic (what is achievable)

Time-specific (what will happen and when will it happen?)



## Effective Performance Management is...

- ▶ Ongoing throughout the year, such as emails or informal memos.
- ▶ Forward looking - performance goals are aligned with the College's and departments' goals and strategic plans
- ▶ Increased individual and group productivity
- ▶ Effective communication between employees and supervisors
- ▶ Essential for enhanced employee engagement

## Effective Performance Management Provides...

- ▶ Accountability for employees actions and inactions
- ▶ Guidance on how you would like to see the behavior
- ▶ Clarity on their job responsibilities and expectations
- ▶ Employee development through effective feedback and coaching
- ▶ Documentation of performance for corrective measures.

# Intersection of Employee Engagement and Performance Management

Improves the effectiveness of the organization by ensuring the workforce is focused on the overall organizational goals, making it more likely that the company will reach that goal in a timely and efficient manner.

When employees and managers understand the why behind what they're doing, there's typically more engagement in the process.

# Performance Management is a Shared Responsibility

## Responsibility of Managers and Supervisors

- ▶ Communicate a vision of the organization that inspires and aligns the staff.
- ▶ Coach employees to help them to follow through with actions that support excellent performance and personal development.
- ▶ Create a performance and personal competencies plan with clear expectations at least one year before the actual review

## Responsibility of Employees

- ▶ Commitment to the goals and targets that have been agreed to.

# Performance Appraisal

- ▶ Periodic formal review where performance is assessed against predefined standards
- ▶ Provides guidance and direction to employee
- ▶ Provides information to judge future assignments and employment decisions
- ▶ Helps employees to understand how their unique, individual contributions have an impact on the success of the college.
- ▶ Use the evaluation process to discuss accomplishments and to look beyond our challenges to set goals
- ▶ Seek opportunities to develop employees!
- ▶ Provide consistent feedback
- ▶ Be diligent in documenting performance
- ▶ Always, consult with Human Resources

## HEO Evaluations - Article 18

- Preferably once each semester, but at **least once a year** employee shall have an evaluation conference with the **chairperson** or supervisor
- A conference must precede any written evaluation
- Total performance and professional progress shall be reviewed and discussed at the conference
- Supervisor must draft a written memorandum that summarizes everything that was discussed at the conference- if not discussed at the conference, should not be included
- Copy of the memorandum must be provided to the employee within **ten business days** following the conference.
- Rebuttal is optional, not required.

## Classified Evaluations

- Once a year
- Conference is not required, but encouraged before the evaluation is completed.
- Rebuttal is optional, not required.



## Potential Pitfalls:

- ▶ Lack of Clarity/Agreement in Standards
- ▶ Insufficient Documentation
- ▶ Excessive Strictness or Leniency
- ▶ Halo Effect
- ▶ Horns Effect
- ▶ Central Tendency
- ▶ Recent Effect
- ▶ Similar to Me

# Performance Management Reminders

## Provide positive and constructive feedback on a regular basis

- ▶ Have regular check-ins: annual evaluations are not enough; remember problems usually start small and grow, so address them early
- ▶ Feedback should be timely and appropriate setting/delivery
- ▶ Be Specific, Objective, Descriptive
- ▶ Give concrete behaviors- observed behaviors
- ▶ Listen and acknowledge concerns
- ▶ Set clear expectations- follow-up in writing, document, document, document!

## Before taking formal disciplinary action such as a written warning

- ▶ Consult Human Resources or Lehman's Counsel for guidance before taking any action
  - ▶ Performance Improvement Plans
  - ▶ Review employee's history including verbal feedback, performance review and prior actions
  - ▶ Compare action contemplated with others taken for others who are similarly situated
- ▶ Make sure you are familiar with relevant CUNY/Lehman policies



Thank you!

Questions?

