

Focusing on the Electronic *Performance Assessment Review*



Allie O'Neill/ Melanie Cloyd
Human Resources
Rowan University

Course Objectives

After completing this workshop, you will be able to:

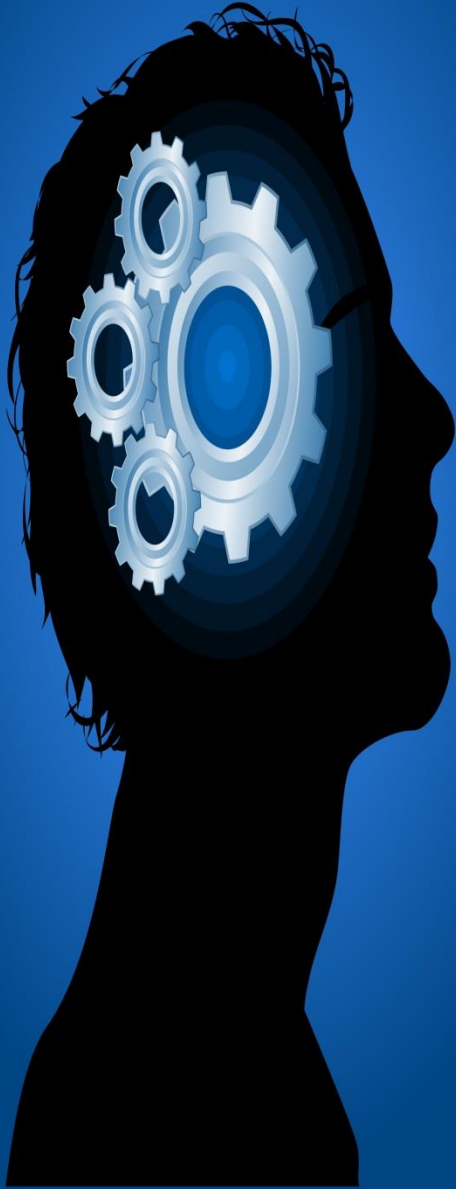


- ✓ Explain the supervisor's role as an ePAR Rater
- ✓ Complete the electronic Performance Assessment Review Form
- ✓ Summarize the guidelines to facilitating meaningful performance assessment discussions
- ✓ Recognize common challenges in the review process
- ✓ Construct effective goals (collaboratively with employees)

Agenda

- Performance Management Guidelines
 - Link to the Mission
 - Setting Expectations
- ePAR Process
 - Initial ePAR
 - Interim ePAR
 - Final ePAR
- Facilitating the ePAR Meeting
 - Prepping
 - Scheduling
 - Conducting
- Review

Let's Get Started!



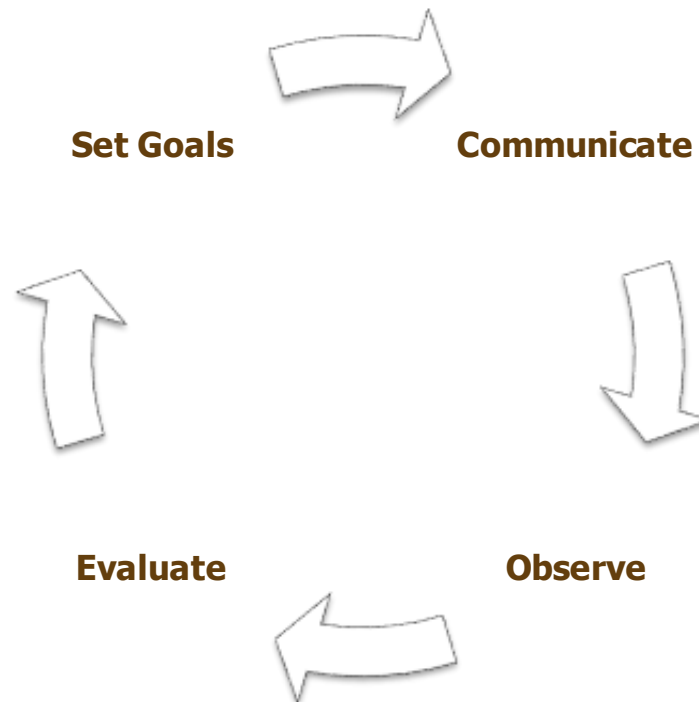
Think about your last review:

- What emotions/ feelings/ ideas come to mind?

PERFORMANCE MANAGEMENT GUIDELINES

What is Performance Management?

The ongoing process of goal-setting, communication, observation, and evaluation to support, retain, and develop exceptional employees for organizational success



A Good Performance Management Process Should

- Link individual performance to the mission and goals of the department and organization
- Tie individual goals to department goals
- Measure employee results
- Promote skill development



Why Should We Manage Performance?

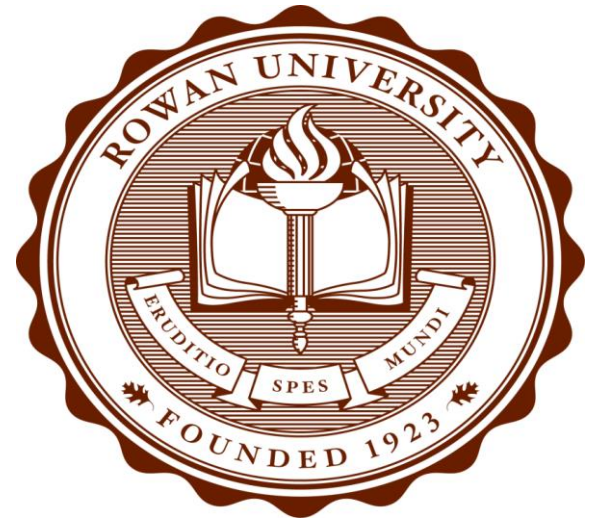


- **Focus on meeting and encouraging behaviors aligned with organizational mission & goals**
- **Set clear expectations between supervisors and employees**
- **Hold employees accountable for their job responsibilities**
- **Curb or redirect non-productive activities**

How does this help us to meet our mission and advance our pillars?

Mission:

Rowan University combines liberal education with professional preparation from the baccalaureate through the doctorate. Rowan provides a collaborative, learning-centered environment in which highly qualified and diverse faculty, staff, and students integrate teaching, research, scholarship, creative activity, and community service. Through intellectual, social and cultural contributions, the University enriches the lives of those in the campus community and surrounding region.



Pillars:

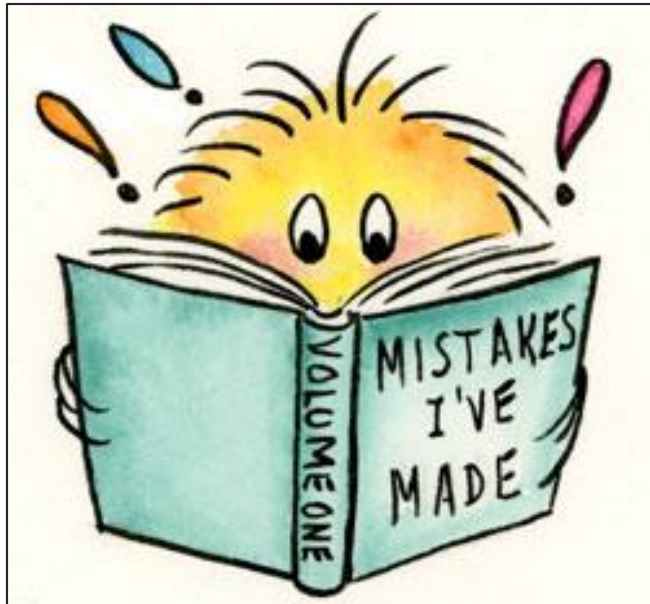
1. Affordability
2. Accessibility
3. Quality
4. Economic Engine

What do Employees Want from the Process?

- Clear expectations
- Positive/constructive feedback on a regular basis
- Involvement in goal setting
- Be treated fairly and consistently
- Sharing of information and resources
- Professional enrichment & development opportunities



Common Mistakes of Raters

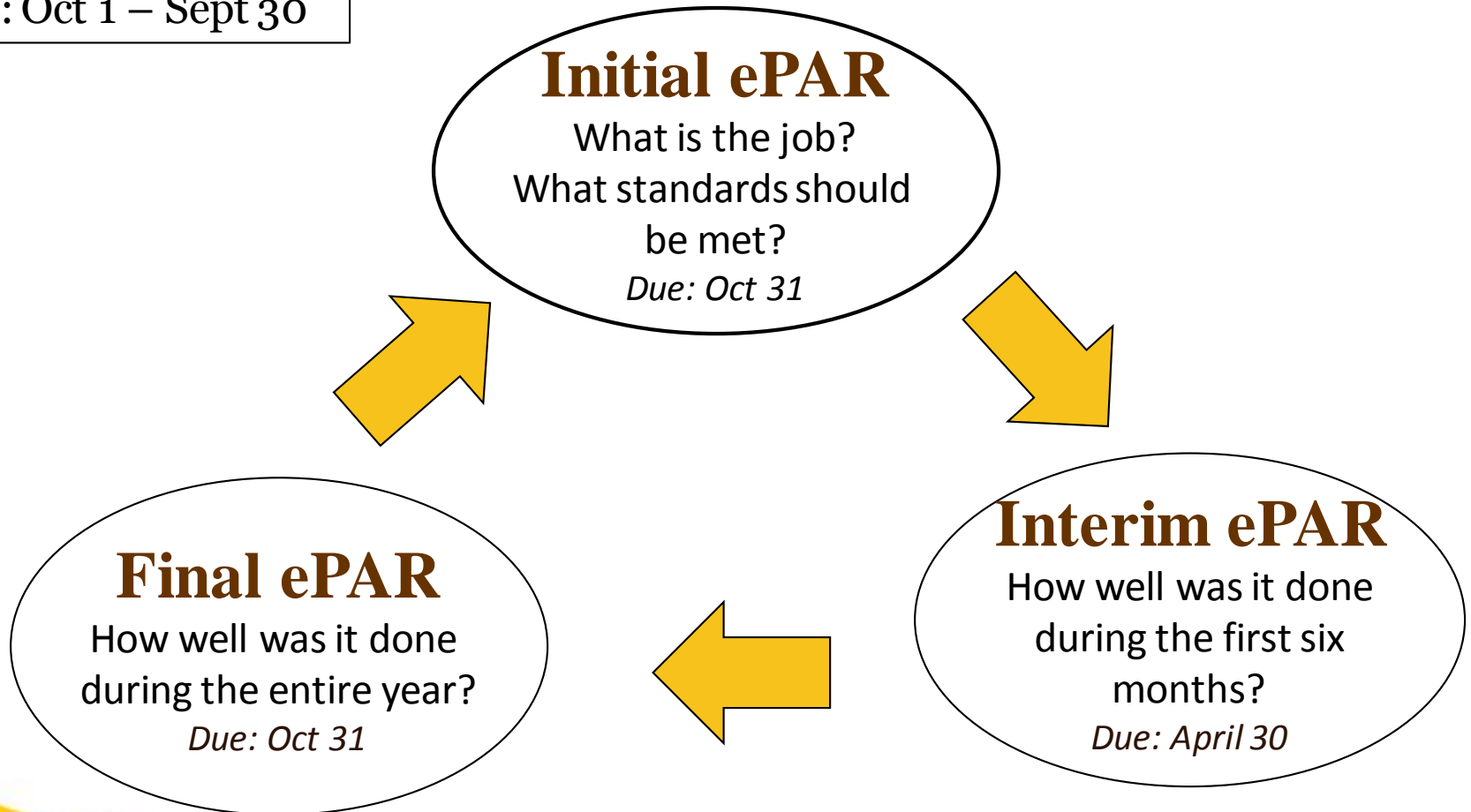


- Tendency to avoid conflict with difficult employees
- Use ePAR as a threat or punishment
- Base the evaluation on hearsay and not on first hand knowledge & documentation
- Not involving employees in the process
- Poor preparation

THE ePAR PROCESS

The ePAR Cycle

Cycle: Oct 1 – Sept 30



Accessing the ePAR

- The ePAR is located on the State of NJ's My NJ Portal website
 - <https://portal01.state.nj.us/>
- All employees must create an account to access the website
- HR will provide necessary information to all new employees for registration

Participants in the ePAR Process

1. Ratee: The employee being rated
2. Rater: The immediate Supervisor who receives and/or assigns the work
3. Reviewer: Rater's supervisor or manager who is checking for consistency



Electronic Performance Assessment Review

1. Initial-Fall Due October 31st
 - Setting Expectations
2. Interim- Spring Due April 30
 - Ratings, Feedback, Development Plan
3. Final- Fall Due October 31
 - Ratings, Feedback, Development Plan

Cycle: October 1 to September 30

New Employee?

- Initial ePAR
 - Complete immediately
- Interim ePAR
 - Complete after the employee has been in the role for 6 months
 - Employees have a 4 month probationary period - within that time frame, no evaluation can be done (other than the evaluations that are part of the probationary period)

Job Expectations

THE INITIAL ePAR

Initial ePAR: Setting Job Expectations

During the Initial ePAR:

- Review University Mission & Pillars
- Outline Major Goals for Unit (department)
- Establish Major Ratee Goals
- Determine Major Job Responsibilities
- Set Specific, Measurable Essential Criteria
- Review Performance Factors and discuss their application to the Ratee's role

Job Expectations Section

- Major Goals of the Unit/Work Group (Department)
- Major Goals of the Ratee
- Major Job Responsibilities & Essential Criteria

Major Goals of Unit/Work Group

Job Expectations

Major Goals of the Unit/Work Group



Major Goals of Unit/Work Group

- Mission of Rowan
- Listing of the Department's goals
- Work Unit or Group's overall purpose as it relates to/supports the overall mission of the University
- Should be the same for all employees in department



Example – Major Goals of the Unit

Job Expectations

Major Goals of the Agency

The Core Mission of the Civil Service Commission is to provide a fair and efficient human resource delivery system that reads quality, merit and productivity in a framework that allows Civil Service jurisdictions the flexibility necessary to manage their workforce, Specific unit goals are as follows:

- identify course topics to be delivered in a classroom based on online format

Major Goals of the Ratee

Major Goals of the Ratee



Major Goals of the Ratee

- Identifies the individual goals of the ratee that support the department's goals/purpose
 - Why is the Ratee's job important to Rowan and the department?
 - How does the Ratee's job make a contribution to the department's accomplishment of goals?

Example – Major Goals of the Ratee

Major Goals of the Ratee

1. Functions as the Development Team Supervisor



Major Job Responsibilities & Essential Criteria

Major Job Responsibilities and Essential Criteria for Successful Accomplishments

Job Responsibility 1

Essential Criteria 1

+ add new

Major Job Responsibilities & Essential Criteria

- Job Responsibilities
 - Approximately 6-10 broad duties or tasks which must be accomplished to achieve the department's and individual's goals
 - Critical to the job, done often, & comprise a large portion of the role
 - Accurately reflect the Actual Work over which the employee has control (responsibility, authority and resources to act)
- Essential Criteria
 - Provide specifics and detail as to how the responsibilities should be completed
 - Statements of what should be done to complete a responsibility successfully
 - At least one Criteria is required for each responsibility

Writing Effective Job Responsibilities & Essential Criteria

- Quick Tips

- S.M.A.R.T.

- Specific
 - Measurable
 - Accurate
 - Realistic
 - Timely



Example- Non-Supervisory Clerical Position

Job Responsibility

- Typing all departmental documents

Essential Criteria

- Type all documents that are received within 24 hours of receipt.
- Review each document to ensure spelling & grammar checked, prior to submission to requestor

Example- Facilities Supervisor

Job Responsibility

- Ensure all bathrooms in assigned building are cleaned thoroughly by staff

Essential Criteria

- Train new employees on appropriate cleaning procedures
- Inspect all bathrooms each evening: floors, sinks, toilets, walls, replace supplies. Provide feedback to staff.
- Follow up with customers on a monthly basis to make sure your team is meeting their needs

Example – Job Responsibility & Essential Criteria

Major Job Responsibilities and Essential Criteria for Successful Accomplishments

Job Responsibility 1

Assist in the planning of implementation of general training programs for professional development for each state agency

Essential Criteria 1

- weekly, review and process internal training requests by agency
- research new training programs to present as offerings to agency heads
- implement 1 new training program for each agency annually
- on the third Thursday of every month, hold general training sessions for state employees

Practice Activity

Listed below are Job Responsibilities and Essential Criteria that do not reflect measurable, accurate duties. Your job is to edit these Responsibilities and Criteria to make them measurable and achievable.

Sample One

Job Responsibility

Paint offices and classrooms

Essential Criteria

Paint all rooms as requested

Sample Two

Job Responsibility

Filing

Essential Criteria

Files all documents for department

Be **S.M.A.R.T.!**



Face- to- Face Meeting

- Ratees and Raters are required to meet to discuss the ePAR
- Raters should set up a meeting at a mutually convenient time
- Ratees can and should review the ePAR before the meeting and come prepared with questions/comments
- Raters will make any necessary edits to the ePAR after the meeting
- Raters will confirm the meeting in the ePAR system

Confirming the Meeting

Current Review

Action Items

Administration

All Reviews

Ratee :
GAMBINO, JOSEPH A [000331015]

Title :
SR EXEC SVC

Rater :
ROGERS-MCLEAN, KIMBERLY [000360510]

Dept/Agency :
CS/CSA

ModelID :
CSAX0701P-M2015

Year :
2015

Job Expectations

Interim Review

Final Review

Job Expectation

✓ Job Expectations

✓ Job Factors

⇒ Face to Face Meeting

Ratee Signature

Rater Signature

Reviewer Signature

Interim Review

Interim Ratings

Interim Justification

Face to Face Meeting

Ratee Signature

Rater Signature

Reviewer Signature

Job Expectations: Confirm Face to Face Meeting

Rater

ROGERS-MCLEAN, KIMBERLY [000360510]

Ratee

GAMBINO, JOSEPH A [000331015]

Date

Wednesday, September 03, 2014

I am submitting the e

< September 2014 >

meeting with my ratee was held on the specified date above.

Signatures & Ratee Comments

<p>I have reviewed this package and have had a face-to-face meeting with my supervisor to discuss the Major Goals (Unit and Ratee), Major Job Responsibilities, Essential Criteria, Performance Factors, Point Accumulation Methodology, and the Evaluation Conversion to the Overall Rating by which I will be rated. This meeting was held on</p>	<p>My signature indicates that the Ratee's positions have been noted</p> <p><input type="checkbox"/> (If ratee signature missing) I certify Ratee refuses signature</p> <p>Rater:</p> <p>Date:</p>
<p>My signature indicates that I have been advised of these PAR elements.</p> <p>Ratee:</p> <p>Date:</p> <p>I <input type="checkbox"/> Agree <input type="checkbox"/> Disagree with the elements of this PAR</p>	<p><input type="checkbox"/> (If Rater signature missing) I certify as Rater</p> <p>Reviewer:</p> <p>Date:</p>

Signatures & Ratee Comments

After the Initial ePAR meeting is held:

- The rater will confirm the face-to-face meeting in the system
- Once the meeting is confirmed, the ePAR will automatically be sent to the Ratee to sign
- The Ratee signs the ePAR
 - Ratee checks either “agree” or “disagree”
 - Ratee leaves any desired comments
- ePAR is then forwarded to the Rater who reviews and signs
- ePAR is then forwarded to the Reviewer to review and sign

Signatures & Ratee Comments

cancel

sign

notes

significant events

feedback

check spelling

print

ePAR close-out

download pdf

Ratee :
GAMBINO, JOSEPH A [000331015]

Title :
SR EXEC SVC

Rater :
ROGERS-MCLEAN, KIMBERLY [000360510]

Dept/Agency :
CS/CSA

ModelID :
CSAX0701P-M2015

Year :
2015

Job Expectations

Interim Review

Final Review

Job Expectation

✓ Job Expectations

✓ Job Factors

✓ Face to Face Meeting

✓ Ratee Signature

⇒ Rater Signature

Reviewer Signature

Interim Review

Interim Ratings

Interim Justification

Face to Face Meeting

Ratee Signature

Rater Signature

Reviewer Signature

Job Expectations : Ratee Signature

I have reviewed the elements of this PAR and had a face-to-face meeting with my supervisor to discuss the Major Goals (Unit and Ratee), Major Job Responsibilities, Essential Criteria, Performance Factors, Point Accumulation Methodology, and the Evaluation Conversion to the Overall Rating by which I will be rated.

This meeting was held on

Wednesday, September 03, 2014

My signature indicates that I have been advised of these PAR elements.

Ratee:
GAMBINO, JOSEPH A [000331015]

Date:
Wednesday, September 03, 2014

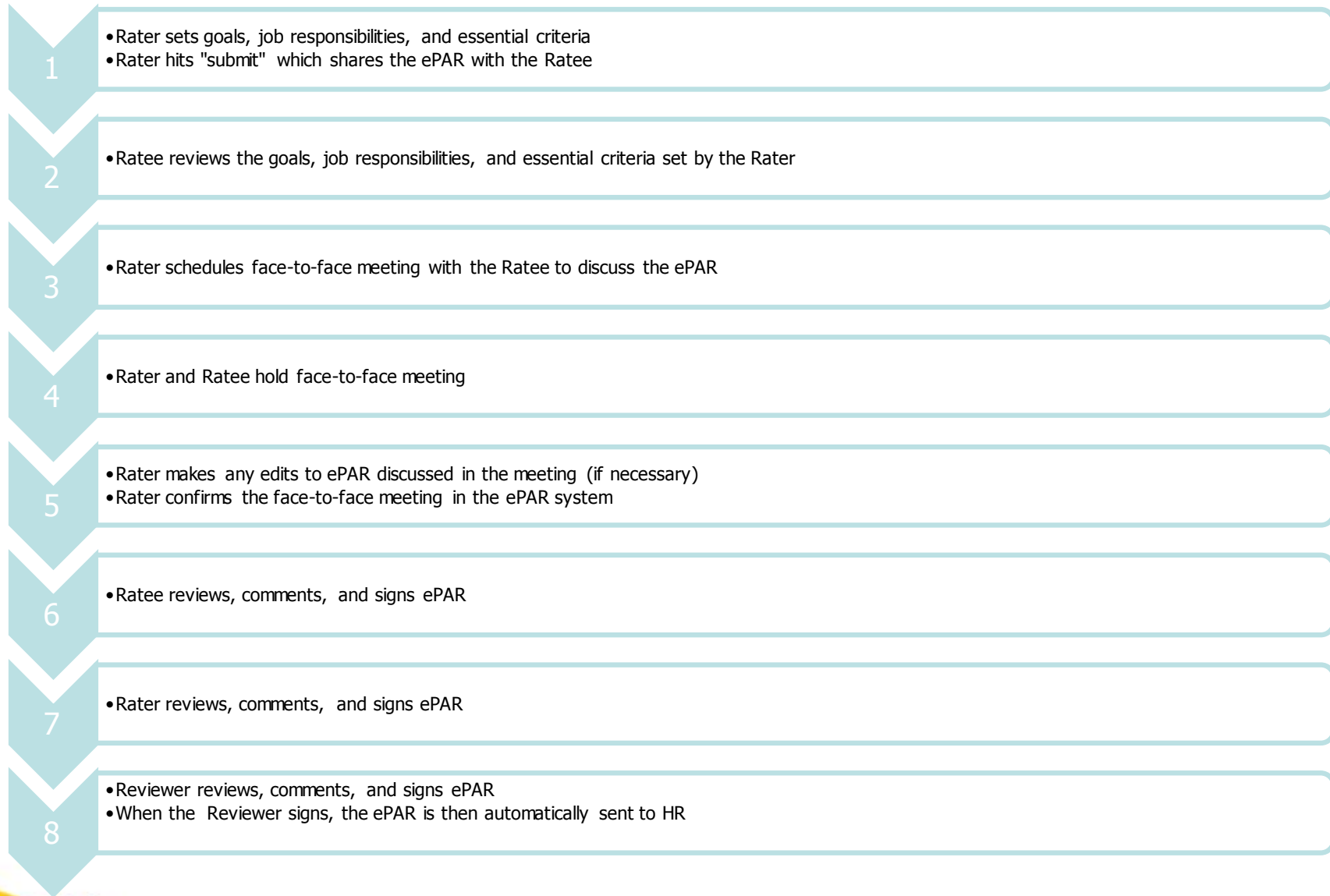
☒ I agree with the elements of this PAR.

☐ I disagree with the elements of this PAR.

Ratee Comments :

no comment

Initial ePAR Workflow Process



Please Note!

- The ePAR is not considered complete until the Reviewer has signed
- The Rater is responsible for monitoring the progress of the ePAR and ensuring it is submitted on time

Interim & Final ePAR: 6 Month and Full Year Review

During the Interim and Final ePAR:

- Determine evaluation points and rating justification;
- Recognize and document positive contributions and areas needing improvement
- Determine job performance gaps and action plan to close gaps
- Mutually develop action plan for development and improvement
- Mutually establish specific deadlines for improvement
- Interim Rating covers the 1st 6 months
- Final Rating covers the entire year

Interim Ratings – Job Factors

- Performance Factors
 - Based on achievement of job responsibilities & goals
 - Job Achievement Factors
 - Job Related Factors
 - Align University-identified core skills/competencies with performance
 - Provide a uniform guide for evaluating performance across employees participating in the ePAR
 - Predefined by Rowan
 - Rated on a 3 point scale

ePAR Rating Factors

PAR Section	Competency Factors for Non-Supervisory Employee	Competency Factors for Supervisor
Job Achievement Factors (Results of doing the job)	<ul style="list-style-type: none"> • Goal Achievement • Quality of Work • Quantity of Work • Timeliness 	<ul style="list-style-type: none"> • Goal Achievement • Quality of Work • Quantity of Work • Timeliness
Job Related Factors (How EE did job)	<ul style="list-style-type: none"> • Communication • Conscientiousness • Customer Service • Flexibility • Interpersonal Skills • Job Knowledge • Managing/Valuing Diversity • Problem Solving • Safety • Teamwork 	<ul style="list-style-type: none"> • Communication • Customer Service • Flexibility • Interpersonal Skills • Job Knowledge • Managing Resources • Managing/Valuing Diversity • Problem Solving • Project Management • Team Building

ePAR Ratings

✓ **1 = Unsatisfactory**

✓ *Failed to achieve most essential criteria.*

✓ **2 = Successful**

✓ *Met or occasionally exceeded essential criteria.*

✓ **3 = Exceptional**

✓ *Significantly exceeded essential criteria consistently in a sustained job performance*

Job Performance Factors – Job Achievement

Job Factors			
Job Achievement Factors	Factor Score Metrics	Interim Score	Final Score
Goal Achievement: Overall extent to which employee accomplishes established ratee goals.	1: Failed to accomplish most major goals; original objectives were not entirely achieved. 2: Achieved or exceeded major goals. 3: Significantly exceeded original goals and objectives.	<input type="text"/>	<input type="text"/>
Quality of Work: Overall extent to which employee thoroughly and accurately meets the quality criteria.	1: Failed to achieve most or all essential quality criteria. 2: Achieved or occasionally exceeded all essential quality criteria. 3: Significantly exceeded essential quality criteria.	<input type="text"/>	<input type="text"/>
Quantity of Work: Overall extent to which employee produces an acceptable amount of work as defined in the quantity criteria.	1: Failed to produce an acceptable amount of work as identified in the essential quantity criteria. 2: Produced acceptable or greater amount of work and met or occasionally exceeded essential quantity criteria. 3: Significantly exceeded essential quantity criteria.	<input type="text"/>	<input type="text"/>
Timeliness: Overall extent to which employee meets work schedules and specified deadlines.	1: Rarely met work schedules or deadlines. Often was late in completing assignments within specified time frames. 2: Met and occasionally completed assignments ahead of specified deadlines. 3: Consistently completed assignments, projects and job responsibilities ahead of scheduled deadlines.	<input type="text"/>	<input type="text"/>
Job Achievement Factors Total		<input type="text"/>	<input type="text"/>

Job Performance Factors – Job Achievement

These factors are directly related to the outputs of the job: Major Goals, Job Responsibilities, and Essential Criteria.

Supervisory

- Goal Achievement
- Quality of Work
- Quantity of Work
- Timeliness

Non-Supervisory

- Goal Achievement
- Quality of Work
- Quantity of Work
- Timeliness



Job Performance Factors – Job Related

Job Related Factors	Factor Score Metrics	Interim Score	Final Score
Communication: Effective expression of ideas, concepts or directions in individual or group situations, using supportive gestures, voice level and organization of materials. If communication is written, thoughts are expressed with appropriate grammar, organization and structure.	<p>1: Informal communication was ineffective due to disorganization of thoughts, and/or inappropriate use of voice volume/tone. Formal presentations failed to inform or persuade due to lack of structure or poor organization. Did not listen during verbal exchanges. Written communication was poorly structured, contained poor grammar, or was difficult to read due to inadequate organization. Communication flaws included: poor listening, no organization of thoughts, or inappropriate gestures.</p> <p>2: Successfully communicated ideas, thoughts or directions. Asked appropriate questions and involved the listener. Sought clarification and affirmed understanding in verbal exchanges. Used appropriate supportive gestures, voice level and organization of materials. Formal presentations were organized and had appropriate detail. Written communication was concise and appropriate for target audience. Key points were understood by intended audience. Affirmed understanding with appropriate questions.</p> <p>3: Excelled in the communication of ideas, thoughts or directions. Thought well, fast and appropriately on his or her own feet in formal situations. Informal presentations created word pictures, leaving no room for confusion. Apt questions uncovered lingering confusion. Presented complex or technical information in a manner easily understood by target audience. Written communication was letter perfect and clearly appropriate for target audience.</p>	<input type="text"/>	<input type="text"/>
Conscientiousness: Displays a high level of effort and commitment towards performing work; demonstrates responsible behavior.	<p>1: Failed to address problems in own task area, was often off schedule; displayed little or no commitment to completing tasks; resisted learning new skills to enhance own work.</p> <p>2: Solved problems in own task area; displayed commitment to completing tasks; learned new skills to enhance own work. Occasionally took on added responsibilities when requested.</p> <p>3: Consistently took on extra responsibilities voluntarily to respond to shifting priorities, or schedules; displayed a high level of commitment to the organization and its customers through the quality of work while completing tasks ahead of schedule.</p>	<input type="text"/>	<input type="text"/>

Job Performance Factors – Job Related

These global factors support the core values of the organization and expected performance of the job.

Supervisory

- Communication
- Customer Service
- Flexibility
- Interpersonal Skills
- Job Knowledge
- Managing Resources*
- Managing/Valuing Diversity
- Problem Solving
- Project Management*
- Team Building*

Non-Supervisory

- Communication
- Conscientiousness*
- Customer Service
- Flexibility
- Interpersonal Skills
- Job Knowledge/Skills
- Managing/Valuing Diversity
- Problem Solving
- Safety*
- Teamwork*

Job Performance Factors: Rating

Job Achievement

1. Review Initial ePAR
2. Rate factors against **Ratee's Goals, Job Responsibilities, and Essential Criteria**
3. Determine numerical rating for each factor

Job Related

1. Review Initial ePAR
2. Rate factors against **Ratee's Overall Performance**
3. Determine numerical rating for each factor

Example – Job Achievement Factors

Job Factors			
Job Achievement Factors	Factor Score Metrics	Interim Score	Final Score
Goal Achievement: Overall extent to which employee accomplishes established ratee goals.	1: Failed to accomplish most major goals; original objectives were not entirely achieved. 2: Achieved or exceeded major goals. 3: Significantly exceeded original goals and objectives.	2	
Quality of Work: Overall extent to which employee thoroughly and accurately meets the quality criteria.	1: Failed to achieve most or all essential quality criteria. 2: Achieved or occasionally exceeded all essential quality criteria. 3: Significantly exceeded essential quality criteria.	3	
Quantity of Work: Overall extent to which employee produces an acceptable amount of work as defined in the quantity criteria.	1: Failed to produce an acceptable amount of work as identified in the essential quantity criteria. 2: Produced acceptable or greater amount of work and met or occasionally exceeded essential quantity criteria. 3: Significantly exceeded essential quantity criteria.	2	
Timeliness: Overall extent to which employee meets work schedules and specified deadlines.	1: Rarely met work schedules or deadlines. Often was late in completing assignments within specified time frames. 2: Met and occasionally completed assignments ahead of specified deadlines. 3: Consistently completed assignments, projects and job responsibilities ahead of scheduled deadlines.	2	
Job Achievement Factors Total		9	

Example – Job Related Factors

	<p>safety requirement.</p> <p>3: Was a role model in demonstrating safety requirements. Implemented new and technically sound processes, procedures and equipment to enhance safety on a continuous basis. Created a safety culture dedicated to technical and operational excellence. Encouraged others to create, promote and maintain a safe work environment.</p>				
Teamwork 2: Works as a team member to accomplish team goals.	<p>1: Teamwork achieved few, if any objectives and serious negative consequences resulted. No evidence of motivation or clarity of purpose.</p> <p>2: Teamwork achieved or exceeded essential objectives. Motivation and clarity of purpose were evident within the group. Effectively contributed and coordinated with others.</p> <p>3: Teamwork consistently achieved and exceeded required objectives. There was significant evidence of high motivation and clarity of purpose within the group. Contributed exceptionally well and maximized the effectiveness of the group.</p>	2			
Job Related Factors Total		21			
	Interim Evaluation	Final Evaluation			
Grand Total Points	30				
	Interim Evaluation Rating	Final Evaluation Rating			
Overall	2				
Conversion To Overall Rating					
1-Unsatisfactory (14-22)	2-Successful (23-33)	3-Exceptional (34-42)			

Computation and Conversion to Overall Rating

	Interim Evaluation	Final Evaluation
Grand Total Points	<input type="text"/>	<input type="text"/>
	Interim Evaluation Rating	Final Evaluation Rating
Overall	<input type="text"/>	<input type="text"/>
Conversion To Overall Rating		
1-Unsatisfactory (14-22)	2-Successful (23-33)	3-Exceptional (34-42)

Unsatisfactory Rating

- If an employee earns an Unsatisfactory rating for the Interim or Final rating period, then the supervisor must complete a Performance Improvement Plan (PIP) for that employee.
- HR can assist the supervisor in creating the PIP document.
- Guidelines for creating a PIP can be found at:
 - http://www.rowan.edu/hr/files/training/supervisor_toolkit/Guidelines_for_a_Performance_Improvement_Plan.pdf

Justification and Development Plan

- Justification for Interim Evaluation
- Interim Development Plan
 - Specific Area(s) Identified for Development
 - Specific Action to be Taken by Ratee

Justification and Development Plan



Justification and Development Plan

Justification for Interim Evaluation

Joe's performance during this interim period has been very satisfactory. During this rating period Joe has distinguished himself as eager to teach and ready to make a contribution to the team. His performance has been commendable in the quality and quantity of his work. His ability to demonstrate leadership in order to achieve major unit goals has also been commendable.

Interim Development Plan

1. Be more proactive when dealing office conflict
2. Engage employee's more
3. Build on positive employee moral

Justification for Evaluation

- Recognize and document positive contributions as well as areas needing improvement.
- Provide validation of the rating by citing specific examples
- Provide justification for overall rating

Justification: Guidelines

DO:

- Give reasons, both positive and negative, that substantiate the rating
- Review the “Fact Sheet of Significant Events” and all documentation to prepare the justification

DON'T:

- Include issues unrelated to job performance
- Simply repeat the rating – “Bob’s performance is exemplary.”

Development Plan: Specific Area(s) Identified for Development

- This should be completed regardless of the rating assigned to the Ratee
- What areas, skills, or competencies should the Ratee improve or strengthen, and how should they get assistance to make these improvements?
 - Identify skills and competencies targeted for improvement
 - Focus on improvement in order of importance
 - Work together to develop a plan of action

Development Plan: Specific Action to be Taken by Ratee

Sample Actions include:

- Take on special projects or assignments (within job scope)
- Attend training courses offered by Rowan
- Attend free webinars on relevant topics
- Research and read relevant articles/materials/videos
- Shadow a peer; or Mentor with a supervisor
- Attend seminars and workshops outside of the University
- Enroll in local and national professional organizations (if applicable)

Example – Justification and Development Plan

cancel

save draft

submit

compute rating

edit

notes

significant events

feedback

ABC
check spelling

print preview

download pdf

ePAR close-out

Ratee :
GAMBINO, JOSEPH A [000331015]

Title :
SR EXEC SVC

Rater :
ROGERS-MCLEAN, KIMBERLY [000364510]

Dept/Agency :
CS/CSA

ModelID :
CSAX0701P-M2015

Year :
2015

Job Expectations

Interim Review

Final Review

Job Expectation

✓ Job Expectations

✓ Job Factors

✓ Face to Face Meeting

✓ Ratee Signature

✓ Rater Signature

✓ Reviewer Signature

Interim Review

✓ Interim Ratings

➡ Interim Justification

Face to Face Meeting

Ratee Signature

Rater Signature

Reviewer Signature

Justification and Development Plan

Justification for Interim Evaluation

Joe's performance during this interim period has been very satisfactory. During this rating period Joe has distinguished himself as eager to teach and ready to make a contribution to the team. His performance has been commendable in the quality and quantity of his work. His ability to demonstrate leadership in order to achieve major unit goals has also been commendable.

Interim Development Plan

1. Be more proactive when dealing office conflict
2. Engage employee's more
3. Build on positive employee moral

Rowan
University

Interim and Final Signatures and Comments

During the Interim and Final ePAR meetings, after the discussion of all sections is held:

- The rater will confirm the face-to-face meeting in the system
- Once the meeting is confirmed, the ePAR will automatically be sent to the Ratee to sign
- The Ratee signs the ePAR
 - Ratee checks either “agree” or “disagree”
 - Ratee leaves any desired comments
- ePAR is then forwarded to the Rater who reviews and signs
- ePAR is then forwarded to the Reviewer to review and sign

Example – Signatures & Comments

Ratee :
GAMBINO, JOSEPH A [000331015]

Title :
SR EXEC SVC

Rater :
ROGERS-MCLEAN, KIMBERLY [000360510]

Dept/Agency :
CS/CSA

ModelID :
CSAX0701P-M2015

Year :
2015

Job Expectations

Interim Review

Final Review

Job Expectation

✓ Job Expectations

✓ Job Factors

✓ Face to Face Meeting

✓ Ratee Signature

✓ Rater Signature

✓ Reviewer Signature

Interim Review

✓ Interim Ratings

✓ Interim Justification

✓ Face to Face Meeting

→ Ratee Signature

Rater Signature

Interim Review : Ratee Signature

I have reviewed the Performance Factor ratings, Justification and Development Plan for the Interim Review and have had a face-to-face meeting with my supervisor

This meeting was held on

Tuesday, September 09, 2014

My signature indicates that I have been advised of these PAR elements.

Ratee:	Date:
GAMBINO, JOSEPH A [000331015]	Tuesday, September 09, 2014

<input checked="" type="checkbox"/> I agree with the Interim Rating	<input type="checkbox"/> I disagree with the Interim Rating
<input checked="" type="checkbox"/> I agree with the Interim Justification	<input type="checkbox"/> I disagree with the Interim Justification
<input checked="" type="checkbox"/> I agree with the Interim Development Plan	<input type="checkbox"/> I disagree with the Interim Development Plan

Ratee Comments :

>Comment here<

Interim ePAR Workflow Process

1

- Rater enters the ratings, Justification for Interim Evaluation, and the Interim Development Plan
- Rater hits "submit" which shares the ePAR with the Ratee

2

- Ratee reviews the ratings, Justification for Interim Evaluation, and the Interim Development Plan set by the Rater

3

- Rater schedules face-to-face meeting with the Ratee to discuss the Interim ePAR

4

- Rater and Ratee hold face-to-face meeting

5

- Rater makes any edits to ePAR discussed in the meeting (if necessary)
- Rater confirms the face-to-face meeting in the ePAR system

6

- Ratee reviews, comments, and signs ePAR

7

- Rater reviews, comments, and signs ePAR

8

- Reviewer reviews, comments, and signs ePAR
- When the Reviewer signs, the ePAR is then automatically sent to HR

Final ePAR Workflow Process



Performance Cycle

Cycle Dates

- Initial begins October 1st
- Interim ends March 31
(6 month evaluation)
- Final ends September 30th
(1 year)

Cycle Due Dates

- Finals and Initials
Due **October 31st**
- Interims Due **April 30th**



FACILITATING THE ePAR MEETING

Scheduling the Meeting

- **Notice to employee**
- **Location**
- **Remind employee to review the ePAR before the meeting**



Conducting the Initial ePAR Meeting



- Review the goals, job responsibilities, and essential criteria in detail
- Solicit input from the Ratee
- Review the job factors and elements the employee will be rated on in future ePARs

Conducting the Interim and Final Meetings



- Review rating system
- Depending on meeting, review goals and ratings already recorded
- Let employee talk
- Be aware of all three parts of the messages you send:
 - Words
 - Tone
 - Body Language
- Stay focused on performance and away from value judgments



ADDITIONAL ITEMS TO NOTE

Supervisor Accountability

- NJ Administrative code:
 - “A supervisor who fails to timely complete the **final** ratings of his or her subordinates, or who is responsible for another employee’s failure to timely complete a final PAR rating, shall receive a rating of Unsatisfactory and maybe subject to discipline” for all classified employees


Remember!


- Nothing written/shared in the ePAR should come as a surprise to the employee
- The ePAR should be a summary of feedback from throughout the year





Significant Performance Events

Current Review	Action Items	Administration	All Reviews
----------------	--------------	----------------	-------------


new


edit/sign


delete


view
epar

Fact Sheet of Significant Performance Events					
	Title	Comments/Action	Ratee Signature	Rater Signature	Date

Significant Events

- Used to capture any noteworthy event that occurs throughout the rating cycle
 - Both positive and negative events
- Events should be documented as they occur
- Events that represent Ratee performance above or below the successful level throughout the year should be recorded
- Ratees can request events to be added to the form
 - They should be added at the Rater's discretion



Example –Significant Events

Significant Event > Update	
Title	Job Accolade
Description of significant performance event	Joe has distinguished himself as eager to teach, ready to make a contribution to the team and is a great team leader.
Date:	Rater:
Thursday, Septembe	ROGERS-MCLEAN, KIMBERLY [000360510]
Rater Comments / Recommended Action	Build on positive employee moral. Engage employees and be more proactive when dealing with office conflict.
<input checked="" type="checkbox"/> I verify this significant performance event as the Rater	
Date:	Ratee:
Thursday, Septembe	GAMBINO, JOSEPH A [000331015]
Ratee Comments	> Comment here<
<input checked="" type="checkbox"/> I verify this significant performance event as the Ratee	

Transfer & ePAR

If an employee transfers to another department, you must close out their current ePAR.

If you hire an employee from another department, regardless of the time of year, you need to create an Initial ePAR.

State Resources

- PAR Overview Manual:
http://www.nj.gov/csc/about/publications/pdf/May_2004_PAR_Handbook.pdf
- ePAR System Manual:
<http://www.nj.gov/csc/employees/programs/performance/PDF/ePAR%20User%20Guide.pdf>
- State Civil Service Commission:
<http://www.nj.gov/csc/>
- State Civil Service Commission – Performance Assessment:
<http://www.nj.gov/csc/employees/programs/performance/>
- ePAR Policy:
http://www.nj.gov/csc/employees/programs/performance/par_policy.html
- New Jersey Administrative Code:
<http://www.state.nj.us/csc/about/about/regulations/title4a.html>

Rowan Resources

- Rowan HR page:
<http://www.rowan.edu/hr/>
- Rowan ePAR Resources
<http://www.rowan.edu/hr/par/index.html>
- Union contract
- ePAR Contacts:
 - ePAR Coordinator - Allie O'Neill x3366
 - Associate VP Employee & Labor Relations: Eileen Scott x4139

ePAR Resources & Website

Recruitment and Staffing
Employment Opportunities
Benefits
Pension & Retirement
Policies
PAR
Training
Other Information and Services
Office of Equity and Diversity
Human Resources
RowanSOM HR
Rowan University
Division of Finance
Payroll

WELCOME TO HUMAN RESOURCES

Performance Assessment Review (PAR)

Electronic Performance Assessment Review (ePAR) for 2015-2016

Starting with the 2015-2016 Initial PAR cycle, Rowan University will transition to an online system for completing the PAR. The new system entitled ePAR (electronic Performance Assessment Review) allows Ratees, Raters, and Reviewers to complete, edit, review, and sign the PAR all in one convenient online system. The contents of the PAR form will not change.

Due dates:

- Initial: October 30th, 2015 (ePar extension to December 4th, 2015)
- Interim: April 30th, 2016
- Final: October 31st, 2016

Classified employees and supervisors will gain access to the ePAR system through their My New Jersey User ID on the [My New Jersey Portal](#). Please follow the directions in the Self Registration document below to gain access to the system.

- [Self Registration for All Users](#)
- [ePar Users Guide](#)
- [ePar Best Practices Guide](#)
- [Intro to ePAR Training](#)

Need help completing the ePAR? Join us on Mondays (Oct 19th - Dec 7th) from 2pm to 4pm for 1:1 help. Contact Allie O'Neill at oneillal@rowan.edu to set up an appointment.



Human Resources

Linden Hall
201 Mullica Hill Road
Glassboro, NJ 08028
Phone / 856.256.4134
Fax / 856.256.4714
Email /

Office Hours:
8:00am - 4:30pm
Monday - Friday

Campus News

- ▶ ["Shooting For Santa"™](#) toy drive to benefit South Jersey children | [More](#)
- ▶ Extended hours at Campbell Library for final exams | [More](#)
- ▶ Hollywood comes to campus: Rowan hosts collegiate premier of Carol |

<http://www.rowan.edu/adminfinance/hr/index.html>

Review

- Performance Management Guidelines
 - Link to the Mission
 - Setting Expectations
- ePAR Process
 - Initial ePAR
 - Interim ePAR
 - Final ePAR
- Facilitating the ePAR Meeting
 - Prepping
 - Scheduling
 - Conducting
- Review

References

- NJ PAR Handbook

http://www.nj.gov/csc/about/publications/pdf/May_2004_PAR_Handbook.pdf

