

# *The Electronic Performance Assessment Review (ePAR)*



Human Resources  
Training & Development  
Rowan University

# Objectives of Today's Session

- To review the concepts of performance management.
- To take a closer look at the ePAR process.
- To breakdown the review cycles & due dates.

# Performance Management

- Why complete a performance review for your employees?
- What common beliefs do most employees have about performance reviews?
- When you receive a performance review from *your* manager, what kind of feedback do you offer?

# What do employees want from the process?



Clear expectations.



Positive and constructive feedback, with support & guidance.



An interactive process.



To be treated fairly and consistently.



Acknowledgement of contributions.

# Common supervisor challenges with the process



Managing poor performance



Having to give feedback



Completing a detailed review for each employee



The struggle to create specific, measurable goals

# Performance Management Positives



Builds rapport with staff-  
(discussing career goals,  
celebrating achievements,  
learning how to be of  
support).



Helps teams stay on target  
with individual and  
departmental goals.



Develops supervisory skills  
(writing, coaching, having  
challenging conversations).



Acts as a tool to manage  
and document performance  
issues & performance  
improvement.

# Keys to Success

## Best Practice



Track all performance year-round (make note of events as they happen).

Have frequent "one-on-one" meetings to discuss work & to stay connected with your staff.

Demonstrate respect and confidentiality.  
It builds trust.

Set the tone for a two-way conversation.

Address positive and poor performance in real time.

There should be no surprises during a performance review meeting.

# Keys to Success

## Effective Feedback



Ensure your comments are constructive, specific and focused on behaviors.

Feedback should be intentional & well prepared.

Ask your employees for their input.  
Many times, employees have great ideas.

Lead with the positive!  
Provide input that supports performance.

Pay attention to the emotional responses from your communication.

When receiving feedback, model the behavior you want from others.



# Keys to Success



## Beware of Unconscious Bias- Document, Document, Document

### Halo/Horn Effect

#### Halo effect-

A positive impression of an employee that influences the outcome of their performance reviews.

#### Horn effect-

An employee receives low review ratings due to factors that are not currently relevant or not work related.



### Recency Bias

A tendency to place too much emphasis on experiences that are the most fresh or recent in memory, even if they may not be the most relevant.

### Proximity Bias

A tendency to give higher ratings for performance to those team members who have more "day-to-day" access to the Rater.

# Keys to Success



## Steps to Address Poor Performance



Address the issue immediately. Ask open ended questions to get an understanding from the employee's perspective.



Be honest & clear about the work issue and what steps are needed for a change in behavior.



Establish a plan with a commitment between you & the employee to get them back on track.



Schedule dates for future "check-ins" for on-going follow up & two-way conversations to emphasize your willingness to support the employee.



Make sure to document the issue, the performance discussion, and the plan of action.

For advice on how to proceed & next steps, contact Adam Verone, Labor Relations Manager, ([verone@rowan.edu](mailto:verone@rowan.edu))!

# QUICK REVIEW

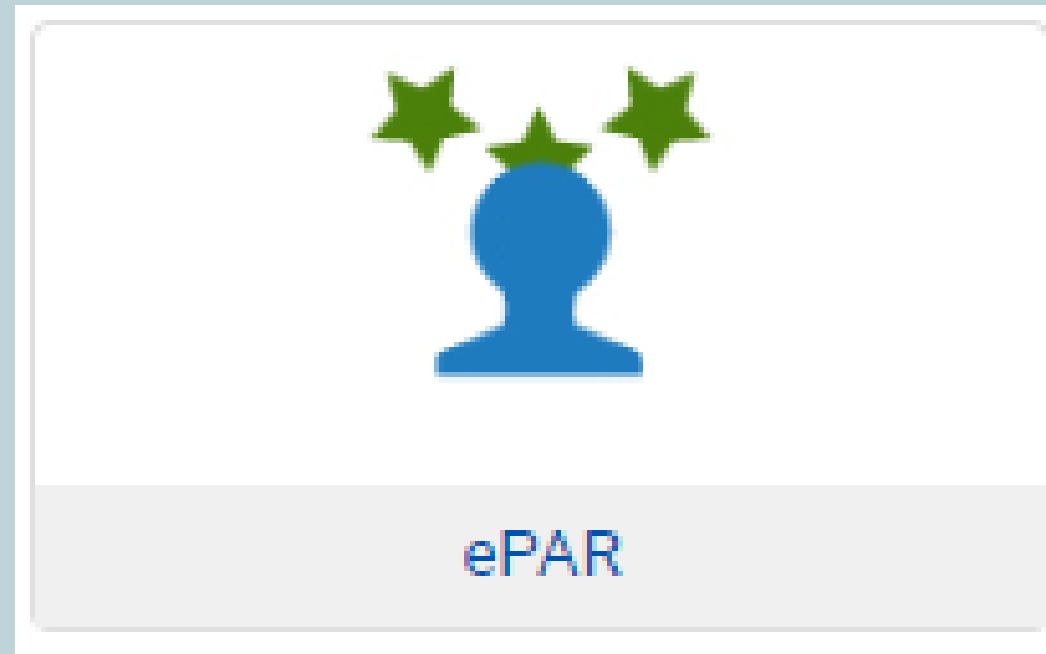
What are some of the key factors to successful performance management?

# Keys to Success



- Schedule frequent “one-on-one” meetings to build rapport in a “safe” space that allows for employee feedback.
- Strong documentation is a necessity for a well-rounded “view” of the employee’s performance and to avoid bias.
- Be sure to give constructive, specific & focused feedback to acknowledge both positive and subpar performance behaviors.
- Remember to use open ended questions to gather the details.
- Preparation is essential. Be intentional with the steps needed to manage your staff’s performance.

# What is ePAR?



# What is ePAR?

The Electronic Performance Assessment Review is the performance review process for classified employees.

An online workflow that allows for completion, signing, and review to happen all in one system.

ePAR is mandated by the NJ Civil Service Commission and is a Rowan requirement.

All permanent full-time and permanent part-time employees with Civil Service titles receive an ePAR.

This includes employees who are typically in the "CWA" and "IFPTE" bargaining units, but it also includes some "out of unit" employees.

It does not apply to part-time hourly or temporary full-time employees.

# The ePAR Cycle

## Job Expectations ePAR

(Setting Expectations)

What is the job?  
What standards should  
be met?

*Due: Oct 31*

**Review Cycle:**  
Oct. 1 – Sept. 30

## Final ePAR

(Ratings, Feedback, Development Plan)

How was the employee's performance  
during the entire year?

*Due: Sept 30*

## Interim ePAR

(Ratings, Feedback, Development Plan)

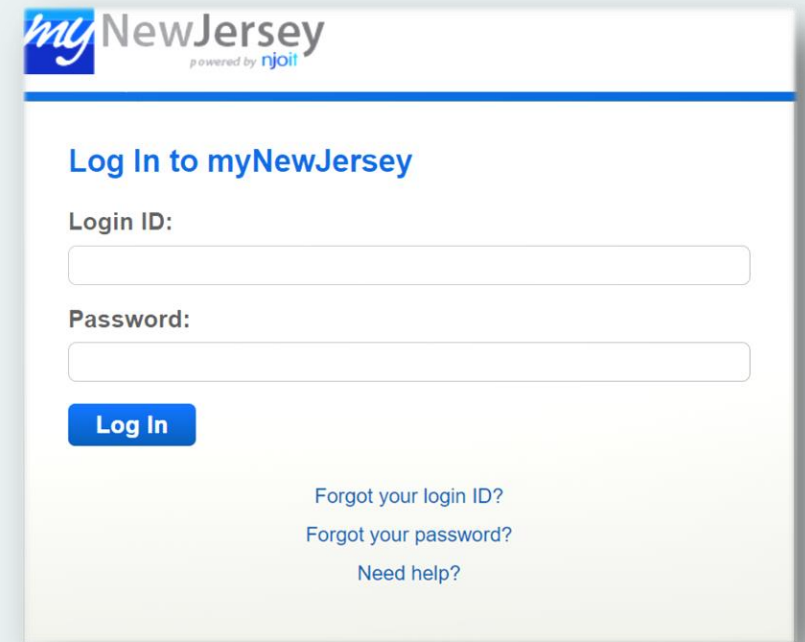
How was the employee's  
performance  
during the first six  
months?

*Due: April 29*

# Accessing the ePAR

- The ePAR system is located on the State of NJ's "*My New Jersey Portal*" website:
- <https://my.state.nj.us/openam/UI/Login>
- All participants must complete their own self-registration to access the website.
- HR will provide necessary information to all new employees for registration via email.

**\*If you are an existing ePAR user and have forgotten your Login ID or password, click the appropriate option on the log-in screen.**



The screenshot shows the login interface for the myNewJersey portal. At the top left is the logo for "myNewJersey" with "powered by njoit" underneath. The main heading is "Log In to myNewJersey". Below this are two input fields: "Login ID:" and "Password:". A blue "Log In" button is positioned below the password field. At the bottom right, there are three links: "Forgot your login ID?", "Forgot your password?", and "Need help?".



# Accessing the ePAR

- The Rater's "dashboard" helps to navigate the ePar system.
- The dashboard indicates where the Ratee is in the review cycle.

The screenshot displays the Electronic Performance Assessment Review (ePAR) dashboard. At the top left is the ePAR logo, and at the top right is the title "Electronic Performance Assessment Review (ePAR)". Below the title is a navigation bar with five tabs: "Current Review" (selected), "Action Items", "Administration", "All Reviews", and "Pending Reviews". Under the "Current Review" tab, there are several action icons: "cancel", "save draft", "next", "compute rating", "notes", "significant events", "feedback", "check spelling", "print preview", "download pdf", and "ePAR close-out". The main content area is divided into three sections: "Job Expectation", "Interim Review", and "Final Review". Each section has a list of items with checkmarks indicating completion: "Job Expectations", "Job Factors", "Face to Face Meeting", "Ratee Signature", "Rater Signature", and "Reviewer Signature" are all checked under Job Expectation. Under Interim Review, "Interim Ratings", "Interim Justification", "Face to Face Meeting", "Ratee Signature", "Rater Signature", and "Reviewer Signature" are all checked. Under Final Review, "Final Ratings" is checked and highlighted in green.

# Participants in the ePAR Process

Ratee: The employee being rated.

Rater: The immediate Supervisor who receives and/or assigns the work.

Reviewer: The Rater's Supervisor or Manager who is checking for consistency.

# Process for New Supervisors

New Raters who have direct reports who will receive ePARs or New Reviewers:

1) You will receive an e-mail from HR explaining how to complete your part of the self-registration process.

2) Once registered, you will have access to any ePARs that are assigned to you.

\*If you don't have direct reports who receive ePARs and you are not going to be a Reviewer- there is nothing for you to complete related to the ePAR process.

# ePAR Cycle for New Hires



## 2024 Rating Cycle Due Dates

- ✓ **Job Expectations due by October 31, 2023**
- ✓ **Interim Review due by April 29, 2024**
- ✓ **Final Review due by September 30, 2024**

New hires who are to receive an ePAR may have a unique review schedule.

During their first review cycle, new employees who are hired in certain months may have specific parts of the ePAR not completed.

There is a 4-month probationary period following the initial hire date of a new employee during which they are unable to receive an evaluation.

# ePAR Schedule: Unique FOR NEW HIRES

## JANUARY \* FEBRUARY \* MARCH \* APRIL

- Complete Job Expectations ePAR immediately
- **Skip the Interim in April as employees are ineligible**
- 4-month probationary period - within that time frame, no evaluation can be done
- Complete Final ePAR

J.E. ePAR  
Final ePAR

## MAY

- Complete Job Expectations ePAR; Interim is N/A
- Complete Final ePAR

J.E. ePAR  
Final ePAR

## JUNE \* JULY \* AUGUST

- Complete Job Expectations ePar
- **Close Out Final ePAR** due to hire date; Reason can be entered by Supervisor as "Final cannot be completed due to hire date"

J.E. ePAR

## SEPTEMBER

- **Delay J.E. ePAR until October** in order to get on schedule
- Complete Interim
- Complete Final

J.E. ePAR  
Interim ePAR  
Final ePAR

## OCTOBER \* NOVEMBER \* DECEMBER

- Follow cycle

J.E. ePAR  
Interim ePAR  
Final ePAR

# Job Expectations ePAR

## Creating Goals

- ✓ List the department's goals-(these are the same for all employees in the department).
- ✓ Establish Ratee's goals based on organizational needs & job responsibilities.

Consider creating "SMART" goals:

- **Specific:** Who, What, Where, When & Why?
- **Measurable:** How will you and your employee know when the goal has been successfully met?
- **Achievable:** Goal objectives should be within the employee's charge and influence.
- **Relevant:** Why is this goal important & how does it support the employee's job responsibilities?
- **Time-bound:** "Produce and distribute personalized welcome letters, error free, to all new students in our department by the first Friday of every month."

# Job Expectations ePAR

## Creating Major Job Responsibilities & Essential Criteria

### Job Responsibilities-

- Broad duties which must be accomplished to achieve individual goals.
- They are critical to the job, are done often & make-up a large portion of the role.
- They should reflect the actual work over which the employee has control- (responsibility, authority, resources to act).

### Essential Criteria-

- The details that explain how the responsibilities should be completed.
- Statements that clarify what should be done to complete a job responsibility successfully.
- At least one criteria is required for each responsibility.

# Job Expectations ePAR

## Job Expectations

### Major Goals of the Unit/Work Group

Writing Arts is one of the largest academic departments at Rowan University with multiple functions and a sizable faculty. Programs in the department include the First-Year Writing Program serving over 5000 students per year, undergraduate programs with over 400 students and a Masters program with approximately 30. To provide all this, the department employs 37 full time faculty (16 Tenure-Track, 18 lecturer, and 1 3/4 time), and approximately 60 adjuncts during the fall and 40 during the spring. In addition, we have a Teaching Experience Program with 21 graduate instructors teaching FYW. Finally, we also administer all the paperwork for the Rowan Writing Center, an affiliate of the department. Due to the large numbers discussed above and the complexity of the department, Writing Arts has been assigned two secretaries.

### Major Goals of the Ratee

1. Work cooperatively as a team member in a large, busy department.
2. Assist chair and coordinators to carry out their responsibilities.
3. Manage Main Office to help department run efficiently and effectively.
4. Act as first level of contact for student, faculty and public inquiries; assist when possible or redirect appropriately.
5. Assure that adjuncts understand and have completed necessary requirements for their positions.
6. Assist faculty with travel requests, travel reimbursement, Non Purchase Order Payments (NPP) and other university documentation, as required.
7. Be proactive in initiating projects, especially those that are needed regularly: annually or every semester.
8. Fill in for other secretary when that person is not available.
9. Other duties as assigned, including assisting dean's office with ceremonies and other functions.



# Job Expectations ePAR

## Major Job Responsibilities and Essential Criteria for Successful Accomplishment

### Job Responsibility 2

2. Assist chair and coordinators to carry out their responsibilities.

### Essential Criteria 2

Varies, but normally includes:

1. Take notes at monthly department meetings and write up draft of minutes. Transmit draft of minutes to chair in timely fashion.
2. Work with First-Year Writing Coordinator to facilitate student placement in first-year courses. This involves assisting students who are writing an essay for their FYW placement, and collecting and passing on responses when they are finished.
3. May involve special projects or assignments, coordinating an activity, making chair/coordinators aware of upcoming responsibilities, due dates, etc.

# Job Expectations ePAR

## Face-to Face Meeting

- Ratees and Raters are required to meet to discuss the ePAR.
- Raters should schedule a meeting at a mutually convenient time.
- The Ratee 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 (after the meeting has occurred).

## CONFIRMING THE MEETING

Current Review | Action Items | Administration | All Reviews

cancel confirm 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 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 ePAR with my ratee was held on the specified date above.

Su	Mo	Tu	We	Th	Fr	Sa
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	1	2	3	4
5	6	7	8	9	10	11

# Job Expectations ePAR

## Signatures

- Once the **Rater** confirms the meeting, the Ratee will receive an email updating them on the status of the ePAR.
- The **Ratee** reviews & signs the ePAR:
  - ✓ The Ratee checks either “agree” or “disagree” with the ePAR elements.
  - ✓ The Ratee can add comments to have them documented.
- The ePAR is then available for the **Rater** to review and sign.
- The **Reviewer** will have access to the ePAR to review and sign, after the Rater.

# Job Expectations ePAR

## Signatures

<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: Date:</p>
<p>My signature indicates that I have been advised of these PAR elements.</p> <p>Ratee: 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: Date:</p>
<b>Ratee Comments</b>	
<b>Rater Comments</b>	
<b>Reviewer Comments</b>	

# JOB EXPECTATIONS ePAR WORKFLOW PROCESS

1

- Rater sets goals, job responsibilities, and essential criteria
- Rater hits "submit" which shares the ePAR with the Ratee

2

- Ratee reviews the goals, job responsibilities, and essential criteria set by the Rater

3

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

# Interim and Final Ratings

## Performance Factors

### Job Achievement Factors

These factors are directly related to the outputs of the job: Section 1 Major Goals, Job Responsibilities, and Essential Criteria.

Job Achievement Factors	Factor Score Metrics	Interim	Final
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.		
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.		
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.		
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.		
<b>Job Achievement Subtotal</b>			

# Interim and Final Ratings

## Computation and Conversion to Overall Rating

Computation		
Performance Factors	Interim Evaluation	Final Evaluation
Job Achievement Factor Subtotal		
Job Related Factor Subtotal		
<b>Grand Total Points</b>		

	Interim Evaluation Rating	Final Evaluation Rating
<b>Overall</b>		

Conversion To Overall Rating		
1-Unsatisfactory (14-22)	2-Successful (23-33)	3-Exceptional (34-42)

# Interim and Final Ratings

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



# 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

## Best Practice

### **DO:**

- Give reasons, both positive and negative, that substantiate the rating
- Review the “Fact Sheet of Significant Events” (if utilized) 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

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

## 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; mentor with a Supervisor
- Attend seminars and workshops outside of the University

# Conducting the Interim and Final Meetings

- Review rating system
- Review goals and ratings already recorded
- Be open to hear the employee's concerns or input
- Be aware of all parts of your communication during the meeting:
  - Word Choice
  - Tone
  - Body Language
  - Active Listening

# Interim and Final ePAR Signatures and Comments

After the Interim and Final ePAR meetings & discussions:

- 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

cancel sign significant events ABC check spelling print 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

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

I agree with the Interim Rating  
 I disagree with the Interim Rating

I agree with the Interim Justification  
 I disagree with the Interim Justification

I agree with the Interim Development Plan  
 I disagree with the Interim Development Plan

Ratee Comments :  
>Comment here<

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

# Unsatisfactory Rating

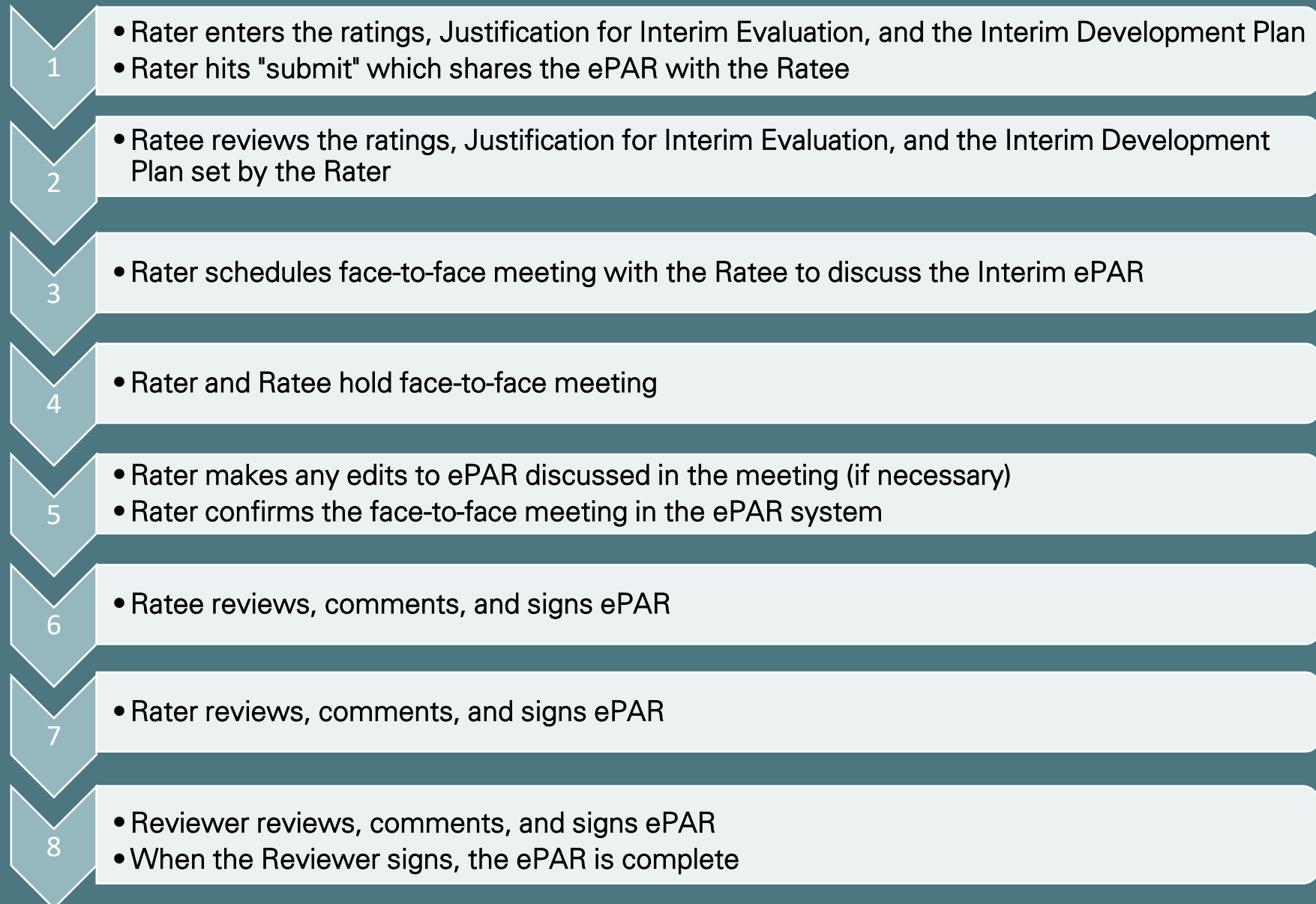


If an employee earns an Unsatisfactory rating for the Interim or Final rating period, then the Supervisor must complete a Performance Improvement Plan (PIP) for that employee.

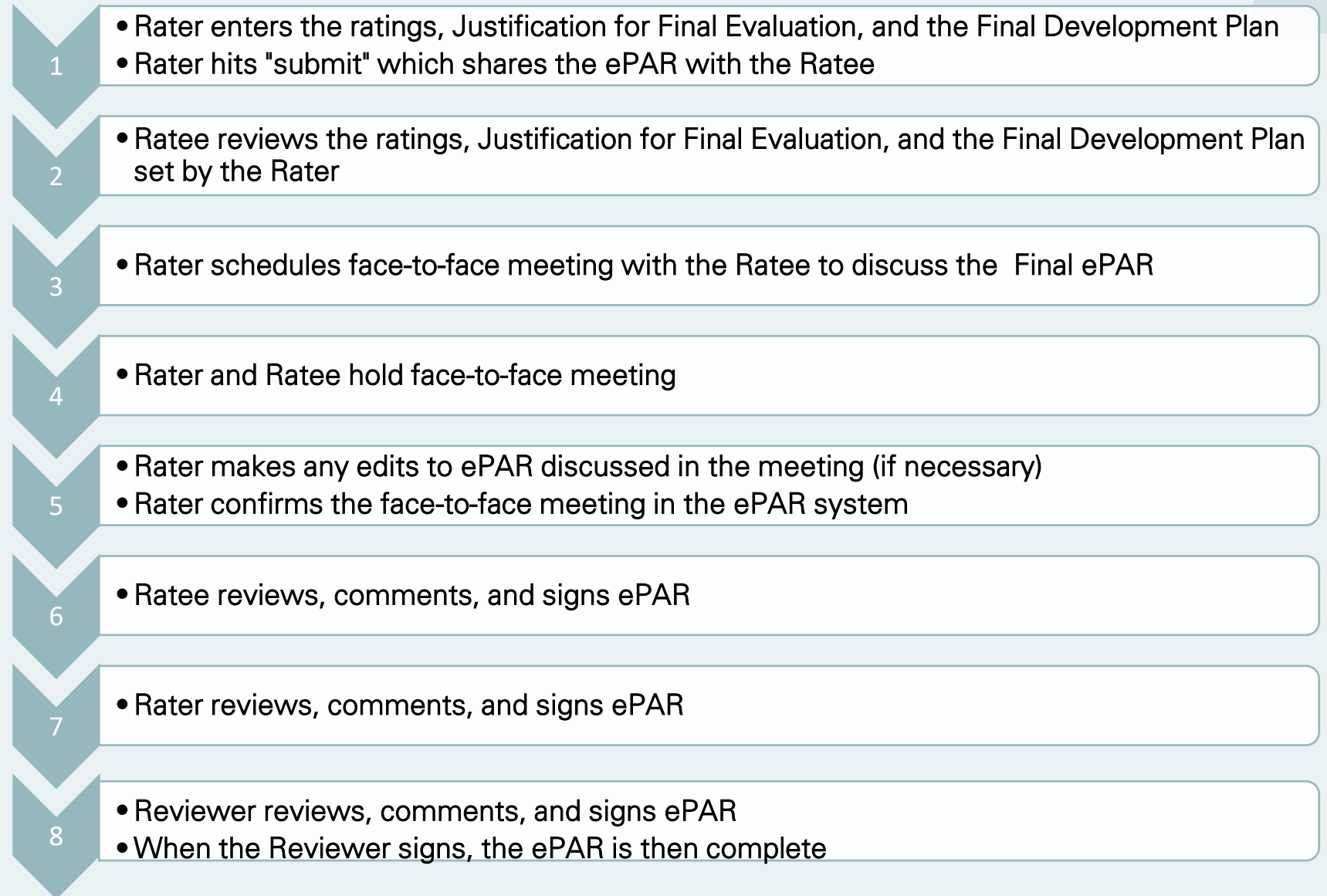


HR can assist the supervisor in creating the PIP document; Contact Adam Verone at [verone@rowan.edu](mailto:verone@rowan.edu).

# INTERIM ePAR WORKFLOW PROCESS



# FINAL ePAR WORKFLOW PROCESS





# **ADDITIONAL ITEMS TO NOTE**

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# Significant Performance Events

- Used to capture any noteworthy event documented that occurs throughout the rating cycle
  - Both positive and negative events
- Events should be noted 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

The screenshot shows a software interface with a navigation bar at the top containing four tabs: 'Current Review', 'Action Items', 'Administration', and 'All Reviews'. Below the navigation bar are four icons with labels: 'new' (document with star), 'edit/sign' (document with pencil), 'delete' (document with red X), and 'view epar' (document with star). Below these icons is a light blue header for a table titled 'Fact Sheet of Significant Performance Events'. The table has five columns: 'Title', 'Comments/Action', 'Ratee Signature', 'Rater Signature', and 'Date'.

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



ePAR

# Electronic Performance Assessment Review (ePAR)

Current Review		Action Items		Administration		All Reviews		Pending Reviews	
cancel	save draft	next	compute rating	notes	significant events	feedback	check spelling	print preview	download pdf

## 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

## Final Review

⇒ Final Ratings

## 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.

**If an employee transfers to another department:**

The current ePAR must be closed out by the *PRIOR* Supervisor.

**If you hire an employee from another department:**

The current ePAR is closed out by the prior Supervisor AND you need to create a "Job Expectations" ePAR.

# 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 may be subject to discipline”.

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.

# Resources

HR Training & Development  
hrtraining@rowan.edu

Adam Verone, Labor Relations  
verone@rowan.edu

Rowan HR  
ePAR Resources:  
<https://sites.rowan.edu/hr/ePar/>