

## 1. How does NSU's Shark Performance Management Program (SPMP) support our strategic plan and vision 2020?

NSU's Performance Management Program created in Fiscal Year (FY) 2012/2013, with will help focus all employees and managers on performance expectations, and will enable NSU in achieving our strategic priorities and Vision 2020. The intent of the program is to provide clear alignment between the strategic priorities and the performance expectations for employees.

## 2. What are the goals of SPMP?

The goals include:

1. Supporting the University's strategic plan and Vision 2020
2. Increase consistency and accountability in what and how performance is measured across the University
3. Differentiate performance rewards which align with market competitive pay and reflect performance contribution

## 3. Who is included in the new Shark Performance Management Program process?

All non-faculty NSU employees who are currently rated using the Performance Appraisal forms housed on the NSU website. This includes all regular and part-time staff and faculty with administrative appointments who are not considered 100% faculty. **What new forms replace the current forms/what forms do we use for each role?**

OLD FORM NAME	NEW FORM NAME
Non-Exempt	Technical Associate
Exempt	Professional
Managerial Exempt	People Manager (Anyone who supervises one or more regular staff or faculty)
Senior Administrator	

## 4. Will employees have an opportunity to rate their supervisor's performance or will NSU move to a 360-degree feedback system?

At this time NSU is not implementing 360-degree feedback, also known as multi-rater feedback, multi-source feedback, or multi-source assessment. The performance management system encourages managers to get feedback from a variety of sources

including an employee's subordinates, peers, customers/clients/students and supervisor(s).

**5. What forms will employees use who have a faculty appointment as well as hold an administrative role?**

Employees will use the form that corresponds with their administrative role (e.g. "People Manager" if they manage others who are not faculty or "Professional" if they have no direct reports). For faculty rank, the reappointment process will continue to be followed.

**6. Why did NSU choose a three level scale?**

According to best practices, you should only have as many points as you can clearly define. The NSU and Mercer design team clearly defined three levels of performance. The three levels are intended to allow for clearly differentiating top performers from successful performers and under performers.

**7. Will all employees be required to fill out a self-evaluation?**

While self-assessments are not required in the current system, in FY 14 self-assessments will be required and completed electronically. Self-assessment allows the employee to reflect on their performance through the year. We encourage all employees to keep a log of their own performance.

**8. How will an employee who is hired in the middle of a performance cycle be evaluated?**

Annual performance appraisals are not required for employees hired on or after January 1, 2013 and who received an orientation evaluation on April 1, 2013 or later.

Expectations are to be outlined when the employee begins and annual goals should be set within two weeks of hire. Following the first 90 days of employment the employee will receive an orientation review and then in July they will receive an annual review if they are hired prior to January 1, 2013.

**9. In training I heard that NSU is committed to a pay for performance system. How does this work?**

As funding permits, NSU is committed to allocating additional merit to employees that consistently provide an "Exceptional Contribution" to the University.

# 10. Why is there a gap between when I receive my review and the award of merit?

The gap in time allows for examination of factors that affect the merit pool including enrollment numbers, endowment and other financial factors. The distribution of the merit pool is determined once all of the financial data has been gathered.

# 11. Who will tell me what my merit salary increase is?

Immediate supervisors

# 12. When will the new performance rating period begin? What is the planned schedule for rating FY 2012/2013?

The new performance rating will begin July 1, 2013 and run through June 30, 2014. The details for FY 2012/2013 are noted below:

Activity	Due Date
<p><i>"Performance Appraisal Due"</i> list sent from OHR.</p> <p>Annual performance appraisals are optional only for employees who were hired on or after January 1, 2013 and who received an orientation evaluation on April 1, 2013 or later.</p>	Week of 6/24/13
Immediate supervisor drafts performance appraisals and goals for FY14.	7/26/13
Immediate supervisor previews proposed appraisal form and goals with next-level supervisor, makes edits as appropriate, and ensures goals align with unit goals.	8/16/13
Immediate supervisor discusses with employee prior year's performance and goal expectations for FY14 and obtains employee's signature.	9/6/13

<p>Supervisor forwards completed appraisal form, with the next-level supervisor's signature, to their Center's HR Contact.</p> <p>The Center HR Contact enters ratings into <i>Aggregate Performance Rating Excel File</i> and provides to Center Head or Dean, and e-mails to the Office of Human Resources.</p>	<p>9/20/13</p>
<p>Center HR Contact returns hard copy of the performance appraisal forms to OHR.</p>	<p>9/27/13</p>

**13. Who conducts the annual review if an employee has changed positions or changed supervisors during the fiscal year?**

The current supervisor will conduct the review obtaining feedback from the previous supervisor. If the previous supervisor is no longer with the University, the current supervisor should consult with other supervisory staff that have worked closely with the employee to assist in filling out the evaluation.

**14. Why are there new job titles and job descriptions for some non-exempt (hourly paid employees)?**

- As part of NSU's new performance management program, OHR partnered with managers across NSU to standardize titles and job descriptions for non-exempt employees (those who are paid hourly and log their hours on a timesheet or in Kronos).
- The standardization of essential job duties, entry requirements and titles results in the creation of "job families" consisting of aligned positions with similar responsibilities.
- This enables the University to enhance existing career ladders and create new opportunities for employees to elevate their skills and advance to other opportunities within the University.
- It allows the University to benchmark its staffing needs, efficiency and pay practices against external benchmarks and best practice models.

- This project will aid recruitment by simplifying the job creation/hiring workflow and naming our positions in a readily identifiable way reflected in the employment marketplace.

**15. Were salaries affected as a result of the job standardization project?**

There were no reductions in pay for any non-exempt staff member as a result of this project.

**16. When will non-exempt employees receive new job descriptions and review them? Who will give them their new job descriptions?**

During the goal setting meeting in July/August your manager will review your new standardized job description with you and review your task goals as listed on the revised job descriptions.

**17. What are task goals?**

Task goals are standard goals for all non-exempt jobs. These are goals based upon the essential job functions listed in each non-exempt employee's job description.

**18. How were standardized job descriptions developed?**

All job descriptions were developed with significant input from management and validated with the home center/department.

**19. When will we set goals for the year?**

In July/August managers will meet with employees to review performance over FY13 as well as set goals for FY 2014.

**20. How are the overall ratings calculated in the new system? What is the formula behind weighting each category?**

The software solution will calculate ratings for supervisors based upon the information inputted for each category. Supervisors will not need to manually calculate scores for employees.

## 21. What is the performance rating scale?

Each goal, competency and people management element will be evaluated on a three point scale, which is outlined below.

Rating	Performance Description
<b>Exceptional Contribution</b>	<b>Frequently exceeded expectations.</b> Employee was an exceptional contributor to the success of his/her department and NSU. He/she demonstrated role model behaviors.
<b>Successful Contribution</b>	Consistently <b>met expectations and may occasionally exceed</b> expectations. Employee was a solid contributor to the success of his/her department and NSU.
<b>Unsatisfactory Contribution</b>	Delivers <b>inconsistent contributions.</b> Improvement is needed to accomplish expected results. If the overall performance rating is Unsatisfactory Contribution, the employee will be placed on a Performance Improvement Plan with a follow-up review occurring as specified by the supervisor.

## 22. Is NSU expecting a certain distribution of performance ratings?

While we do not have a forced distribution (i.e., only X% in certain performance ratings), NSU recognizes that if everyone is rated Exceptional Contribution, then no one really is being recognized as making an exceptional contribution. With this in mind, we do expect that approximately 30% of NSU's institution-wide non-faculty employees will be rated Exceptional Contribution.