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The "Personnel" Touch

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PERFORMANCE MANAGEMENT

"... leadership determines whether the ladder is leaning against the right wall." Stephen R. Covey, *Daily Reflections for Highly Effective People*

Making sure the individual employee knows which is the "right wall" is among the toughest challenges facing today's managers. Performance management is a Human Resource Management model that helps managers and their employees to focus on the "right wall" by setting and reaching goals that supports the mission and goals of an organization. This is a departure from the old command-and-control method and is more towards creating organizational objectives as "ours" as opposed to "yours". It provides employees with a clear understanding of expected results, integrates effectively with company objectives, is organized by paper (or electronic) forms and thorough training of managers and employees.

Performance management is an on-going, proactive process designed to facilitate getting work accomplished efficiently and effectively while also developing employee's capability. It creates a clear understanding of expected results, emphasizes coaching and feedback, uses a structured, recurrent performance review, and rewards for meeting expectations. Effective performance management processes are appropriately integrated with organizational objectives, work plans and measurement systems. The use of paper (or electronic) forms and thorough training of managers and employees should be used to record and facilitate the entire process.

Briefly summarized, the performance management process steps are outlined below:

- Identify & describe essential job functions relating to the long term plans & goals
- Develop realistic and appropriate standards of performance
- Give and receive feedback about performance throughout the year
- Write and communicate constructive performance evaluations
- Plan educational and developmental opportunities for the employee to sustain, improve or build their work performance.

By utilizing performance management, you will find that the performance management process fosters improved communication with your employees and eliminates the element of surprise, thereby, preventing problems. By defining attainable and reasonable performance standards and communicating them to each employee throughout the period of employment, you will also achieve better results for your organizational unit or department.

Should you need assistance, please feel free to contact a member of our staff.

We Want To Hear From You!

Would you like to know more about retirement? What about compensation procedures? etc... etc... etc.

This is your opportunity to let us know those topics of interest that you would like us to address during the training and/or information sessions that the Office of Human Resources will be presenting in the coming months.

A client survey was recently mailed to all employees for this purpose. Please take the time to complete this survey and mail it back to us so we can serve you better.



Attention Supervisors

Employee Performance Appraisal Forms must be signed by the employee's immediate supervisor (rater) and by the second level supervisor, before they are submitted to the Office of Human Resources. Those forms that are received without appropriate signatures will be returned to the department.

Procedures For Hiring New OPS Employees

Recent changes in procedures for hiring OPS employees at University Park, have made it necessary to revise the approval process for employees that are paid from a grant account, and need Contracts and Grants approval.

The hiring department must complete a Personnel Action Form for the new OPS employee and follow one of the these steps:

- * The new employee may PERSONALLY HAND-CARRY the completed form to the Contracts and Grants Section of the Controller's Office for approval. Once approved, the new employee must hand deliver the Personnel Action Form to the Employment Section of the Office of Human Resources in order to complete the necessary forms to be placed on the University payroll.
- * The hiring department may MAIL the completed form to the Contracts and Grants Section of the Controller's Office for approval. Once approved, Contracts and Grants will mail the approved form back to the hiring department. The hiring department will give the form to the new employee to hand deliver to the Office of Human Resources in order to complete the necessary forms to be placed on the University payroll.

THIS CHANGE IN PROCEDURE APPLIES ONLY TO "NEW HIRE" OPS EMPLOYEES AT UNIVERSITY PARK. Any other Personnel Action Form for grant accounts received by Contracts and Grants will continue to be mailed to the Office of Human Resources once it is approved.

IMPORTANT ANNOUNCEMENT ABOUT DROP!

MARK YOUR CALENDARS! On March 25, 1998 the Office of Human Resources will bring a representative from the Division of Retirement to provide our employees with information seminars on the Deferred Retirement Option Program, better known as DROP. The DROP program has been approved as of July 1, 1998. In November of last year, all employees that were members of the Florida Retirement System, received a Florida Retirement Bulletin that gave a description of the DROP program. This is a great opportunity for employees who want to know more about DROP to ask questions from a representative of the Division of Retirement. So mark your calendars as follows:

University Park - GC 150
Wednesday, March 25, 1998
9:00 - 10:30 a.m.
& 11:00 a.m - 12:30 pm

North Campus WUC - Ballroom
Wednesday, March 25, 1998
3:00 - 4:30 p.m

BENEFITS MINI SERIES SEMINARS

The Office of Human Resources will be bringing to you in the next few months, the Benefits Mini Series Seminars that were a great success last year. If you attend our mini-seminars you will learn more about subjects such as; Tax Deferred Annuities, Mutual Funds, Retirement Planning, Life Insurance, Financial and Estate Planning, Elder Care, Wills and Estate and Workers' Compensation. We will be sending out more information at a later date. Be on the look out, and plan to attend!

In Need Of Clerical Assistance?

We would like to remind you of our pool of available applicants for full-time or part-time clerical assistance. A member of our staff will be available to assist hiring units with the process of reviewing such applicants before having the need to post a position and await response. This pool is for OPS positions. If and when we can be of assistance to you, feel free to contact Berta Vidal, University Park at 348-2661 or Keisha Johnson-Cabrera, North Campus at 919-5545.

We also have open recruitment for secretarial staff. This pool consists of pre-qualified applicants for the classifications of full-time Secretary or Senior Secretary. If you are interested in applying or would like to refer an applicant, please make an appointment for a typing test by calling 348-2181 or 919-5545 at either University Park or North Campus, respectively. Typing tests are administered Monday - Thursday, 8 a.m - 11:30 a.m. at University Park and Monday - Friday from 8:30 a.m - 12:00 p.m at North Campus.

Hiring New OPS Employees

In an effort to expedite the hiring of OPS employees, we would like to reiterate the need for advising new hires of the acceptable identification options that may be presented for verification of employment eligibility. If you do not have a copy of the procedures for hiring new OPS employees you can find them on our website at "www.fiu.edu/personnel/Recruitment/emplymnt.htm". If you do not have access to the web, you can call 348-2181 for a copy or stop by our office at PC 224.