



Employee and Labor Relations

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MEMORANDUM

TO: NMSU Staff and Faculty

THROUGH: Dr. Gena Jones, Assistant Vice President *Gena W. Jones*
Human Resource Services

FROM: Donna Ottaviano, Senior Employee Relations Specialist *Donna Ottaviano*
HRS Employee and Labor Relations

DATE: August 23, 2022

SUBJECT: Annual Staff Performance Evaluation Enhancements

CC: HR Liaisons and Business Managers

The fall semester is well on its way and before you know it we will be starting the 2023 Annual Performance Evaluation Period. In preparation for the next evaluation cycle, January, 2023, there are exciting changes to share with you. ***Please read this memo in its entirety.***

In 2021, a cross functional Process Improvement Team worked diligently to maximize the value of the performance evaluation form and process. Employees throughout the university system provided valuable ideas, feedback and recommendations on the process via on-line surveys, interviews, employee group sessions and departments over the past several years. The full report from the committee can be accessed by clicking [here](#). Additional communication, presentations and Question & Answer sessions are forth coming.

The system is the same, but how skills are rated and the evaluation process has been updated as follows:

- The same evaluation form, including performance competencies, will be used to evaluate non-exempt and exempt staff.
- An extra performance competency “Leadership” has been added for those who supervise staff.
- The second level approval has been eliminated.
- Rating titles have been changed to better describe each type of rating. This will provide clarification to supervisors so that they can accurately rate an employee’s skill.
- Competencies (skills and abilities) have been revised to better reflect the skills needed in our current and future work environments.

Evaluation Forms

There is no longer a need for separate/different forms for non-exempt and exempt staff. The competencies have been developed so that they are applicable to all staff.

Leadership Competency

As well as providing direction, inspiration, and guidance, good leaders exhibit courage, passion, confidence, commitment, and ambition. They nurture the strengths and talents of their people and build teams committed to achieving common goals. NMSU understands the role leaders play in achieving success and as such has added the extra competency to the supervisor's evaluation so that they can be assess and develop effective leaders.

Second Level Approval

As we develop our supervisors' skills, we want to empower them to assess their employee's performance using an efficient process. We recognized the extra time added to the evaluation process when seeking next level approval. We hope by eliminating this step, the process will be more user friendly and easier to manage.

After the supervisor completes the evaluation in the system, rather than submitting it for review, the supervisor is to schedule a meeting with the employee. The supervisor will wait to sign the evaluation until after meeting with the employee.

New Rating Titles

Below is a comparison of the current rating titles and the new ones:

FROM	TO
Fails to meet Expectations	Unsuccessful/Unacceptable Performance
Needs Improvement	Partially Successful Performance/Needs Improvement
Meets Expectations	Successful/Effective Performance
Exceeds Expectations	Superior/Highly Effective Performance
Exemplary	Distinguished Performance and Role Model Status

Below are descriptions for each of the rating titles. The descriptions more accurately describe how performance is assessed.

Unsuccessful/Unacceptable Performance. Performance fails to meet minimum expectations for this role, and immediate and sustained improvement is required.

Partially Successful Performance/Needs Improvement. Performance does not consistently meet or occasionally falls below what is required of the position; improvement in specific areas is required.

Successful/Effective Performance. Performance consistently meets the critical requirements of the position, continually achieves preset goals, and performs with distinction. Incumbent performance is reliable and consistent in adding value to the work unit.

Superior/Highly Effective Performance. Performance is continually and consistently superior, and regularly goes beyond what is expected. An exceptional contributor whose performance exceeds expectations on a consistent and sustainable basis.

Distinguished Performance and Role Model Status. Clearly and consistently demonstrates extraordinary and exceptional accomplishment in all major areas of responsibility. Performs above and beyond expectations under exceptional circumstances during the review period. Others in similar roles rarely equal performance of this caliber.

New Performance Competencies

Performance competencies are the values NMSU has selected as the most integral skills and abilities employees must possess in order to effectively do their job. Competency-based performance reviews focus on developing the behaviors — the competencies — that are essential for developing employees as A-players in their roles. Competency-based performance reviews look at how an employee’s actions over a defined time led to meeting or not meeting defined objectives. It helps to see where the employee stands now and what the supervisor could do to develop them for future success.

Here are the competencies that were selected by the Process Improvement Team in 2021. Complete descriptions can be accessed in the following document: [Process Improvement Recommendations](#)

- Achievement toward NMSU Strategic Goals
- Collaboration and Teamwork
- Critical Thinking and Problem Solving
- Interpersonal Effectiveness
- Job Mastery
- Organizational Awareness
- Resource Management
- Results Orientation and Execution
- Self-Awareness and Accountability
- Service and Quality Focus
- Valuing Diversity and Inclusion

For Supervisors only:

- Leadership

In the evaluation form, in each competency, there will be a description of the 5 ratings and how each applies to that specific competency. See sample below.

Section 1 - Part 1: Categories 1-6	
1. Achievement Toward NMSU Strategic Goals	Rating
Is not aware of the University's strategic goals and objectives.	<input type="checkbox"/> Unsuccessful/Unacceptable Performance
May not fully understand the University's strategic goals and objectives or how their job aligns to them.	<input type="checkbox"/> Partially Successful Performance/Needs Improvement
Understands goals and objectives of the University; measures outcomes; uses feedback to redirect as needed; evaluates alternatives; is solutions oriented. Demonstrates execution of goals and objectives that support the overall success of University goals.	<input checked="" type="checkbox"/> Successful/Effective Performance
Aligns priorities and work with the broader goals; seeks alternatives and broad input; work impacts progress toward strategic goals and objectives.	<input type="checkbox"/> Superior/Highly Effective Performance
Work affects significant impact and progress toward strategic goals and objectives.	<input type="checkbox"/> Distinguished Performance and Role Model Status
Comments:	

STAFF SELF-ASSESSMENT

It's important that the evaluation process be interactive. Employees should participate in the process and a great way is to complete the Staff Self-Assessment Form. Employees don't have to wait for the manager to ask for it, the form is available on the ELR Website, [Self-Assessment Form](#).

An opportunity for you to self-reflect and consider what your strengths and weaknesses are, self-assessments are not only important to growth as a worker but as a person. By critiquing your own work and behavior, you can gain insight that helps you improve. View this brief slide presentation with 5 tips to completing your self-assessment, [Completing a Self-Assessment](#).

Additional communications will be distributed as we get closer to the opening of the next evaluation period (December 2022). Information and resources are in the process of being updated on ELR's Evaluation and Performance Management website.

Our team is available to answer any questions you may have:

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- Donna Ottaviano, Sr. Specialist
- Nova Pena, Sr. Specialist
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