



UNION OF RUTGERS ADMINISTRATORS

LOCAL 1766, AFL-CIO

AMERICAN FEDERATION OF TEACHERS

# UNDERSTANDING STAFF COMPENSATION PROGRAM (SCP)

Performance Evaluation/Salary Improvements

FY 2022



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**Staff Compensation Program (SCP)** is an annual performance evaluation process for URA staff.

This program was known as Pay For Performance (P4P).

Managers should prepare and conduct their own performance evaluation and you should do your own self-appraisal. This practice varies by department, and they may use your self-appraisal as the starting point.



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## **Why Self-Appraisals are Important**

- Remind your manager of your accomplishments, development and challenges.
- Helps your manager understand what you see as your strengths and weaknesses.
- Self-appraisals are a crucial component to providing a “complete picture” of performance.



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## Prepare Your Self-Appraisal

- Account for the new things that you had to learn this past year
- Note the adaptations that you had to make to do your work
- List the services that you were able to provide to keep things running
- Include the out-of-title duties you are doing
- State that these are out-of-title and not in your job description
- What were the specific challenges you faced with technology, communications, or the “double shift” of work and family care?



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## Section 1: Appraisal Matrix

1. List the three to five **Key Duties** (use a word or short phrase to describe the duty) of the position.
2. Indicate the **priority percentage** for each duty (should total 100%).
3. **Appraise** each duty in Sections 3 & 4 (the following page), then transcribe the rating to the column below.

Key Duties

Priority

Rating



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## SECTION 2: OVERALL ASSESSMENT

Based upon the appraisal rating for each key duty and its priority level, indicate the employee's overall appraisal rating which reflects his or her performance during the past year by checking one of the categories below. Use the following rating scale and provide comments to explain your rating.

(Check only one.)

- Meets Standards.** This rating encompasses a wide range of performance from employees satisfactorily meeting job expectations to making exceptional contributions in advancing the objectives of their departments and/or the university.
- Does Not Meet Standards.** Employees who do not satisfactorily meet job expectations and **overall** do not consistently perform their assigned responsibilities adequately will be given this rating. Employees who receive this rating will be provided specific guidelines on how to improve performance and will be reevaluated again by October 15 of this year.

**Note: Performance in the higher priority duties should have a greater impact on the overall assessment than performance in the lower priority areas.**

Comments (add pages as necessary):



## **“DOES NOT MEET STANDARDS” and RAISES**

- A “Does Not Meet Standards” rating in one of the key duties does not mean you do not meet standards overall.
- A “Does Not Meet Standards” rating in Overall Appraisal Rating in Section 6 does not necessarily mean no raise. It will depend on the terms of our new contract.
- Not grounds for termination (must “Meet Standards” the next year).
- Employees who receive this overall rating will be provided specific guidelines on how to improve performance.
- Employees will be re-evaluated by October 15 of that year.





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Employee Name:

Key Duty # 1:      Key duty from Section 1 Appraisal Matrix                      xx%

Note: Please copy this page for each Key Duty and attach additional pages to the form as necessary.

## SECTION 3: PERFORMANCE STANDARDS

For each key duty, describe the performance expectations for the **Meets Standards** level of performance for the current evaluation process.

**Check here and detail on an attached page if standards are being modified for next year's evaluation process.**

**Meets Standards**

This is where performance standards and expectations are supposed to be described but usually is written like a job description under the larger Key Duty umbrella.

Use this to highlight your achievements, explain challenges, set goals for FY23.

**Does Not Meet Standards**





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# **Performance Appraisal Action Verbs**

Focus on the verbs, not the adjectives.

<b>Accounts</b>	<b>Collaborates</b>	<b>Designs</b>	<b>Organizes</b>	<b>Reconciles</b>
<b>Acquires</b>	<b>Computes</b>	<b>Drives</b>	<b>Oversees</b>	<b>Reports</b>
<b>Adapts</b>	<b>Condenses</b>	<b>Elaborates</b>	<b>Plans</b>	<b>Resolves</b>
<b>Adjusts</b>	<b>Confers</b>	<b>Elects</b>	<b>Posts</b>	<b>Solicits</b>
<b>Administers</b>	<b>Confirms</b>	<b>Eliminates</b>	<b>Predicts</b>	<b>Solves</b>
<b>Adopts</b>	<b>Consolidates</b>	<b>Employs</b>	<b>Prescribes</b>	<b>Supports</b>
<b>Advises</b>	<b>Constructs</b>	<b>Encourages</b>	<b>Presents</b>	<b>Streamlines</b>
<b>Advocates</b>	<b>Consults</b>	<b>Endorses</b>	<b>Preserves</b>	<b>Trains</b>
<b>Allocates</b>	<b>Controls</b>	<b>Enhances</b>	<b>Prevents</b>	<b>Updates</b>
<b>Allots</b>	<b>Converts</b>	<b>Establishes</b>	<b>Prioritizes</b>	<b>Utilizes</b>
<b>Analyzes</b>	<b>Conveys</b>	<b>Explores</b>	<b>Procures</b>	<b>Verifies</b>
<b>Articulates</b>		<b>Evaluates</b>	<b>Produces</b>	<b>Volunteers</b>
			<b>Promotes</b>	



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## “Challenges”

- Framing problems as system problems can help supervisors explain things up the chain
- Identify professional development opportunities that can help hone your skills and expand your knowledge
- UHR Learning and Development course Registration System  
<https://hrservices.rutgers.edu/crs/>



## **SECTION 4: APPRAISAL & DOCUMENTATION**

### **Appraisal**

Check only one rating level to appraise the employee's performance during the past year on the duty described above. Use the explanations for the rating scales described in Section 2.

- Meets Standards
- Does Not Meet Standards

### **Support for Appraisal**

Attach emails, certificates, awards, reports, publications, etc. that highlight and exemplify your excellence.



## SECTION 5: PERFORMANCE IMPROVEMENT OR ENHANCEMENT

To be completed by supervisor based on performance ratings from prior year and performance expectations for upcoming year. **Must be completed and specific guidelines provided on how to improve performance if overall evaluation is “Does Not Meet Standards”.**

## SECTION 6: SIGNATURES AND COMMENTS

Overall Appraisal Rating (from Section 2):  Meets Standards  
 Does Not Meet Standards  
(will be re-evaluated by October 15 of this year)

First-Level Supervisor Date

Comments

Second-Level Supervisor Date

Comments



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## **Performance Review Meeting**

- Bring a copy of your self-appraisal to use as a reference.
- Standards for the next year's evaluation process will be set by your supervisor and discussed with you.
- Should be a discussion and mutual agreement.
- Box in Section 3 should be checked if standards are being modified with details.



## SECTION 6: SIGNATURES AND COMMENTS (cont.)

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Employee

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Date

**Notes:** An employee's signature does not necessarily indicate agreement with this evaluation. An employee may request a review of the evaluation in accordance with Article 38, Section E of the negotiated [URA-AFT Agreement](#) and as explained in the "Review Process If SCP Procedure Is Not Followed" available on UHR's website (<http://uhr.rutgers.edu/>), or by calling University Human Resources at 732-932-3020.



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## Signing the Evaluation Form

- Sometimes becomes an informal negotiation between the employee and the supervisor.
- **If you do not agree, sign: “Receipt only”.**
- Attach your self-appraisal or comments.





## Copy of Performance Evaluation

- Supervisors are to provide a copy of evaluation to employee **IF** requested by employee.
- Request and keep a copy of the final document with all supervisors' signatures for your records.



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## Deadlines

- Should be done every year by April 30.
- Evaluations period is May 1 of the previous year through April 30.
- Supervisors must notify employees of performance evaluation ratings by May 15.
- Employee may comment in writing by June 1, with comments attached to the appraisal.
- The employee may appeal within 30 days of receipt of the evaluation, under certain circumstances.
- If overall rating is Does Not Meet Standards, a re-evaluation is required by October 15.



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## **Appeal Process only if:**

- SCP procedures were not followed
- Demonstrable factual inconsistency in the evaluation.
- Not evaluated according to the performance standards for their job

The judgment that forms the basis of the “does not meet standards” rating shall be at the sole and exclusive discretion of the University and not subject to the appeal process.

The employee may initiate a review within 30 days of receipt of the performance evaluation.

**No money involved; strictly for setting the record straight.**



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## Evaluation vs. CARF

- **If your supervisor accepts that you are doing these duties, the evaluation form becomes part of the documentation for your case for acting pay or reclassification.**
- Evaluation serves as the job description but may not match Classification and Recruitment Form (CARF).
- SCP job description does not change the CARF.



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## **Additional Contract Articles**

- Article 41 - Salary Improvements, SCP Procedure, Salary Increases per FY
- Article 39 – Salary Adjustments, Promotion, Reclassification, In-Range/Grade Adjustments, Downgrades
- Article 35 – Reclassification, Self-Initiated Reviews
- Article 2 – Acting Appointment
- Article 39 – In-grade Increases



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## Resources

URA-AFT Collective Bargaining Agreement

<http://www.ura-aft.org/contracts2018/>

UHR SCP Information for Deans and Managers

<https://uhr.rutgers.edu/performance-management-staff-compensation-program>  
<https://uhr.rutgers.edu/docs/setting-and-communicating-performance-standards>

UHR SCP Overview for Staff (useless)

<https://uhr.rutgers.edu/performance-management-compensation-program-ura-aft>

SCP Review Form if Procedures Are Not Followed:

<https://uhr.rutgers.edu/docs/ura-scp-review-request-form>



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## **Ongoing throughout the year**

Make your own performance journal

- Calendar
- Notes/log of meetings or conversations
- Keep emails
  - recognition of excellent work
  - requests for clarification
- Professional development classes
- University service, volunteering





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