

**Ramapo College of New Jersey**  
**Annual Performance Assessment System (APAS)**  
**AFT Professional Staff**

The Annual Performance Assessment System (APAS) is used to facilitate communication between employees and their supervisors and clarifies job expectations. Moreover, this system serves to align individual employee's contribution to the College's planning and assessment activities.

The College is committed to recognizing and rewarding good job performance within the context of the College's Mission and Strategic Plan through a consistent, fair and understandable assessment process which is an integral part of how we conduct business at Ramapo.

Performance assessment is an ongoing process of communication, feedback, evaluation and review, not a one-time effort. The APAS form/process provides an opportunity to: (a) develop a clear definition of the job for both the supervisor and the employee; (b) establish employee outcomes and assess progress toward achievement targets as well as personal and professional development; (c) encourage dialogue between the supervisor and employee; (d) provide a means of identification and elimination of job-related performance problems; (e) encourage improved morale and (f) provide a fair basis for acknowledging employee performance.

Performance assessments benefit all concerned – the employee, the supervisor and Ramapo College. The performance assessment process provides a useful framework for better communication between the supervisor and the employee. Improved communication regarding expectations and job performance helps to foster employee productivity, personal satisfaction, rewarding relationships and effective problem solving.

Employees benefit from the assessment process because they understand what the goals of the unit are, where they fit into the unit, and what is expected of them. Employees need to know, "What is my job?" and, "How am I doing?" Involving professional staff in the establishment of employee outcomes and achievement targets improves morale and performance. Taking an interest in individuals and providing developmental opportunities for them also have positive results.

The Annual Performance Assessment System form is self-explanatory and instructions are incorporated on page 2 of the form. No overall final performance rating is indicated because the focus is on objective assessment of specific outcomes and achievement targets. The APAS also serves as the framework for the overall performance evaluation of managers and is the basis for managerial salary increases, if funded.

The successful use of the Annual Performance Assessment System for managers and AFT Professional Staff will result in the attainment of individual, unit, division, and College goals.

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**Managers & AFT Professional Staff**

**INSTRUCTIONS**

1. Review performance for the entire review period: do not base your judgment on recent events or isolated incidents. **Maintain records of significant performance events which MUST be shared with the employee as they occur.**
2. Assess performance and not personality. Comments should relate only to the person's ability to do the assigned work.
3. Prepare the assessment in terms of actual achievement on the basis of targets and measures so that the employee can be shown how well he/she is meeting the established APAS, where strengths lie; and what action plan may be needed to achieve the goals.
4. Supervisors completing the APAS should review and consult about the assessments of their entire staff with the next manager in line **prior** to individual meetings with employees.
5. To facilitate communication and clarify expectations during the scheduled assessment meeting, both the supervisor and the employee should complete the assessment form separately and then review it together. Supervisors are responsible for developing unit goals, achievement targets and measures, every effort should be made to include the employee in this process. Only the supervisor's assessment will become part of the official employee file.
6. Evaluate how well the employee is meeting each of the listed outcomes/achievement targets of his/her present position. Job descriptions should be reviewed with the employee annually and updated to support the unit's strategic plan. Major duties in job descriptions should be discussed with Human Resources to ensure proper job classification. Evaluate how well the employee has met his/her outcomes in terms of achievement targets and measures.
7. The supervisor then comments on Results/Analysis and Action Plan sections of the APAS.
8. Develop an **Action Plan** when the employee has not met the achievement target developed during the last assessment period for this assessment period. The Action Plan will become the Achievement Target for the following year.
9. **Include Supervisor Comments Regarding Assessment Period** (Located on the General Comments page, NOT the Supervisor Comments column). Avoid the tendency to overrate achievement. Consider and judge each result independently. Signatures must be obtained for each section (if applicable).
10. **Develop Employee Outcome, Achievement Targets and Measures for the next year. Submit complete evaluated APAS for current period as well as prepared APAS for the next cycle.**
11. If there are negative comments, employees are entitled to a follow-up meeting with the writer of the comments. For AFT Professional Staff members, it is the option of the employee to request the presence of a Union representative at the meeting as an observer/advisor only. At least 48 hours prior notice of the scheduled meeting will be given to the employee unless waived by him/her. Any such meeting will be held prior to submitting the APAS to the administrator next in line.
12. Although only the supervisor's assessment will become part of the official record, employees who do not agree with the assessment may submit a written response to the supervisor's assessment which will be included as part of the official record.