

## **Non Unit Evaluation Guidelines**

### **Purpose**

The College of New Jersey is committed to achieving institutional goals while fostering a work environment that promotes professional development. A key element in fostering professional development is performance management. Performance management is an interactive process by which clear performance goals are established, routine feedback is provided to guide employees in the successful achievement of goals, and expectations related to professional growth are communicated.

The primary focus of this process is to provide a systemic guide that conveys to employees the importance of their contribution to the College, provides employees with the opportunity to discuss job challenges and interests, assists the College in the development of staff plans, and allows supervisors to identify training needs. In addition, a well defined, communicated, and executed performance management process provides a guide to assist in managing performance issues, and, where appropriate, provides the necessary substantiating data to advance disciplinary action.

### **Employee Responsibility**

Each employee has the option to complete and submit a Non Unit Self Review. This assessment allows the employee to measure their performance over the past performance year against the TCNJ Core Competencies and their Essential Job Functions. The employee may also attach a narrative detailing major accomplishments. Each employee will also be responsible for working with their supervisor to determine their goals and objectives for the next plan cycle.

### **Supervisor Responsibility**

Each supervisor is required to evaluate the performance of their direct report employee(s). This process includes the review of the self evaluation, the completion of a performance evaluation for the performance period, establishing performance goals for the upcoming performance year, meeting with the Unit Head or Cabinet Member for feedback, meeting with the employee to review goals and review evaluation, and return all paperwork to Human Resources.

### **Setting Goals**

A key factor in the success of an individual employee and the unit to which the employee is assigned is the establishment and clear articulation of performance expectations. The establishment of goals should be a collaborative process whereby the supervisor and employee meet and develop goals consistent with institutional, divisional, and departmental goals. In addition, non unit employees must be provided with an updated job description when there are changes to their job responsibilities. Performance Goals for the upcoming evaluation period should be detailed in Section III of the Evaluation Form.

Employees whose job functions change in the middle of a performance cycle should receive an updated evaluation form containing the new or additional goals. An updated job description should be prepared and discussed with them. The original forms should be forwarded to the Human Resources Office and the employee should be provided with a copy.

*(Continued)*

*Mid Cycle Hires* - Newly hired non unit employees should be provided with a copy of the job description for their position within one month of their start date. Goals and Objectives should be discussed and memorialized on the evaluation instrument. A copy should be forwarded to the Office of Human Resources.

### **Evaluating Performance**

Supervisors should complete the evaluation form for each direct report based on the previous year's performance. It is important to emphasize that any rating assigned should be reflective of an overall body of work over the course of a performance year and should not focus on an individual task or aspect of the entire job done well. Notwithstanding, it is understood that special consideration should be given in instances where the magnitude and impact of a particular initiative or project is such that, the employee's overall performance rating is affected (positively or negatively). It is important to note that the measure is based upon individual expectations established for particular positions. Employees will be evaluated on Core Competencies and Essential Job Functions as indicated on the evaluation instrument.