

MEMORANDUM OF UNDERSTANDING
Annual Performance Assessment System (APAS)

This Memorandum of Understanding is made on this day 15 of ^{February}~~January~~, 2013 between Ramapo College of New Jersey and the Council of New Jersey State College Locals, AFT, AFL-CIO, Local 2274 (Union) the parties to this Memorandum of Understanding. The purpose of this Memorandum is to set forth the understanding and agreement of the parties to replace the Performance Appraisal System (PAS) form and use the new Annual Performance Assessment System (APAS) form for assessment of all AFT Professional Staff beginning July 1, 2013.

PREAMBLE:

The Annual Performance Assessment System (APAS) is the system currently used for unclassified staff at Ramapo College. This form has been reviewed and approved by AFT Local 2274. It is intended to facilitate communication between professional AFT staff members and their supervisors. Moreover, it can be used as a motivational, developmental and planning tool.

The parties hereby agree as follows:

Any personnel action or assessment which requires as part of the process an Annual Performance Assessment System (APAS) form shall henceforth include the above noted new form only.

The terms of this Memorandum of Understanding shall go into effect with all personnel actions and assessments occurring after July 1, 2013.

In witness whereof, the parties hereto have executed this Memorandum of Understanding this ____ day of January 2013.

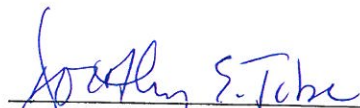
FOR RAMAPO COLLEGE OF NEW JERSEY:



Peter P. Mercer, PhD
President

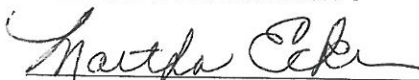


Beth E. Barnett, Provost/VP Academic
Affairs

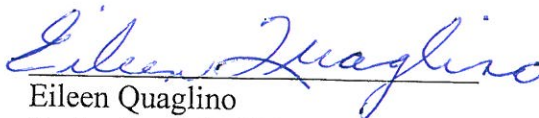


Dorothy Echols-Tobe
Chief Planning Officer

FOR AFT LOCAL 2274



Martha Ecker
President, AFT Local 2274



Eileen Quaglin
Professional Staff Representative, AFT Local 2274

Ramapo College of New Jersey Annual Performance Assessment System (APAS) Managers & 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. Goals of the system are to: (a) develop a clear definition of the job for both the supervisor and the employee; (b) develop and assess progress toward goals and objectives 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 rewarding 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 about 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 attainment of goals 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 ii 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, however, 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 personal, unit, division, and College goals.

Ramapo College of New Jersey
Annual Performance Assessment System (APAS)
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. 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.
5. 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.
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. **Supervisor Comments Regarding Assessment Period**, (Located on the General Comments page **NOT** Supervisor Comments column) signatures must be obtained for each section (if applicable). Avoid the tendency to overrate achievement. Consider and judge each result independently
10. **Submit complete evaluated APAS as well as prepared APAS for the next year and develop Employee Outcome, Achievement Targets and Measures.**
11. At all levels 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.

**RAMAPO COLLEGE OF NEW JERSEY
ANNUAL PERFORMANCE ASSESSMENT SYSTEM (APAS)
Managers & AFT Professional Staff**

Current Assessment Period: July 1, 20 - June 30, 20

Employee Name:
Present Position:
Division/Unit/Office:
Immediate Supervisor's Name:

ASSESSMENT DEFINITIONS ☐ Assessment Only ☐ Single-Year Reappointment ☐ Multi-Year Reappointment

- ☐ **DIVISION/UNIT GOAL – (New)** Supervisor lists goals which are supported by the employee's function.
- ☐ **EMPLOYEE OUTCOME – (Formerly Major Responsibilities)** Achievement /end results.
- ☐ **ACHIEVEMENT TARGETS – (Formerly Goals)** List minimum result, benchmark, or value that represents outcome success for each.
- ☐ **MEASURES – (Formerly Standards)** What factors, variables, elements are used to measure success in reaching outcome.

THE FOLLOWING ARE TO BE COMPLETED AT TIME OF ASSSSMENT:

- ☐ **RESULTS/ANALYSIS – (New)** What do the findings mean, how will they be used to achieve goals?
- ☐ **ACTION PLAN – (New)** Next Step/developed when Achievement Target not met.
- ☐ **SUPERVISOR COMMENTS – (New)** A qualitative comment of the employee outcome.

EXAMPLE

DIVISION GOAL AND/OR UNIT GOAL	EMPLOYEE OUTCOME	ACHIEVEMENT TARGET	MEASURE	RESULT/ ANALYSIS	ACTION PLAN	SUPERVISOR COMMENT
Supervisor lists goals which are supported by the employee's function	Achievement/End result	List minimum result, benchmark, or value that represents outcome success for each	What factors, variables, elements are used to measure employee success in reaching outcome	What do findings mean, how will they be used to achieve goals	Next step/developed when target not met	A qualitative comment of the employee outcome
Provide quality customer service to community	The number of students indicating satisfaction with our services will increase	Satisfaction with service will increase by 2% from last time survey was administered, number of complaints to supervisor will decrease	Results of Satisfaction Survey, number of complaints	Partially met achievement targets. Satisfaction increased from 31% to 32%	1. Review survey results for improvement areas 2. Provide customer service training for staff	Satisfaction Survey moving in the right direction

DIVISION GOAL AND/OR UNIT GOAL	EMPLOYEE OUTCOME	ACHIEVEMENT TARGET	MEASURE	RESULT/ ANALYSIS	ACTION PLAN	SUPERVISOR COMMENT
Supervisor lists goals which are supported by the employee's function	Achievement/End result	List minimum result, benchmark, or value that represents outcome success for each	What factors, variables, elements are used to measure employee success in reaching outcome	What do findings mean, how will they be used to achieve goals	Next step/developed when target not met	A qualitative comment of the employee outcome

DIVISION GOAL AND/OR UNIT GOAL	EMPLOYEE OUTCOME	ACHIEVEMENT TARGET	MEASURE	RESULT/ ANALYSIS	ACTION PLAN	SUPERVISOR COMMENT
Supervisor lists goal(s) which is supported by the employee's function	Mirrors parts of or all of Division/Unit Plan Outcome	List, minimum result, target, benchmark, or value that will represent outcome success	What factors, variables, elements used to measure employee success in reaching outcome	What do the findings mean, how will they be used to achieve goals	When target not met	

GENERAL COMMENTS

SKILLS/KNOWLEDGE/ABILITIES – Address the following: (Additional pages may be added)

Supervisor Comments - May address the following as applicable:

Job Knowledge – Is academically/experientially qualified for, and knowledgeable about each job task. Serves as a resource to others, and is willing to learn new skills.

Initiative - Prioritizes work appropriately and effectively. Initiates professional and/or skills development to build on strengths and to improve weaknesses.

Problem Solving - Anticipates, identifies and solves problems by applying sound managerial and/or technical solutions or creative alternatives.

Flexibility - Demonstrates ability to approach issues and problems in a creative and effective manner and is responsive to changing priorities.

Team Play – Demonstrates collaborative working relationships within the unit and members of the College community in accordance with College-wide goals/values

Professionalism - Adheres to ethical standards. Demonstrates integrity, respect for the academy, its mission and all its members, respects confidentiality. Exemplifies professional appearance and appropriate presence on campus. Enforces and adheres to College policies, rules, regulations, local, State and federal laws. Supports principles of inclusive excellence as a framework for diversity in the workplace. Maintains required attendance and punctuality.

Service Orientation - Demonstrates behavior that places high priority on the needs of the client whether students, colleagues, or other members of the College community and on service to the College community.

Development & Assessment of Supervised Staff – Provides initial ongoing training and growth/development opportunities through coaching and mentoring, conducts formal evaluations in a timely fashion according to College guidelines and provides ongoing feedback.

Communication – Applies well developed oral and written communication skills, presents projects, reports and informational documents in a clear and timely manner maintains a cooperative and respectful relationship with all members of the College.

Leadership Skills – Monitors progress toward goals, guides individuals or groups in setting and reaching goals, takes charge and initiates action, delegates work and has authority to ensure completion of unit projects.

Management Skills – Manages budget and human resources responsibility without close supervision, makes sound and ethical decisions guided by relevant professional principles.

Supervisor's Signature

Date

I acknowledge that: (1) I have reviewed and discussed this performance assessment with the preparer. My signature means that I have been advised of my performance evaluation, but does not necessarily imply that I agree with it; (2) I have received a copy of the Annual Performance Assessment System which will be used to evaluate my performance during the upcoming year; (3) I have reviewed my job description and have participated in developing any revisions.

Employee's Signature

Date

Reviewer's Signature

Date

Submit complete evaluated APAS as well as prepared APAS for the next year and develop Employee Outcome, Achievement Targets and Measures.

Immediate Supervisor's Recommendation

☐ Contract Renewal ☐ Non-Renewal * ☐ Assessment

Comments: * **Must be included if Non-renewal recommended**

Immediate Supervisor's Signature _____ Date _____

Agree ☐ Disagree ☐

Comments:

Reviewer (next administrator in line if applicable) _____ Date _____

Agree ☐ Disagree ☐

Comments:

Provost/Vice President's Signature _____ Date _____

Office of Employee Relations

Date Received _____