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Principles of Staff Evaluation

The following principles shall serve as a framework to guide the efforts of NJSBA staff in meeting Association requirements on performance appraisal. These principles are intended to serve as a foundation for effective performance appraisal procedures and set the tone for a meaningful process.

- A. The performance appraisal system shall be based on the general goals and objectives of NJSBA and the performance expectations of its personnel. It shall be in compliance with all prevailing state laws and regulations and Association policies.
- B. The system shall be clearly explained to staff so they know who will conduct their performance appraisals and the procedures by which they will be evaluated. The purposes of the appraisal process will be stated in writing.
- C. Staff members' performance appraisals will include objectives that relate to the goals of the organization and to the individual's job description and are substantive in quality and measurable. The responsibilities of staff as defined in their job descriptions and their assigned objectives will serve as the general frame of reference for appraisals.
- D. Supervisors will be trained in performance appraisal processes and will work with personnel in a collaborative process to ensure growth.
- E. The performance appraisal process will make provisions for recognition of achievements and clear, personalized, constructive feedback.
- F. Determination of salary shall be clearly linked to the annual performance appraisal report to the Executive Director.

Staff Performance Appraisal and Salary Adjustment System

The performance appraisal of all personnel shall be carried out in accordance with the following system. It must:

- A. Be based on the requirements of the job description and performance objectives as established by the supervisor and employee;
- B. Include an opportunity for staff selfevaluation;
- C. Include an annual performance appraisal review conference to be conducted as part of the process of completing an Employee Performance Evaluation form;
- D. Result in including performance objectives for the coming year, to be forwarded to the Executive Director,

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along with a recommended merit salary increase;

- E. Include a minimum of one interim written performance appraisal and conference between supervisor and employee approximately six months into the performance appraisal period.

Definitions of Performance Appraisal

*Performance Appraisal:* An ongoing assessment process based on objectives clearly understood by employee and supervisor and culminating annually on the anniversary date of each employee with a completed Employee Performance Evaluation form and conference. The performance appraisal process is cyclical; the annual report of each employee serves as the basis for the following year's objectives.

*Objective:* Statement of WHAT is expected to occur, stated in terms of the outcome desired.

*Action Plan:* Outline of steps that must be accomplished to achieve the objective, including timelines, resources and/or assistance needed, and indicators of success (how one will know that the objective has been achieved).

Performance Appraisal Procedures

- A. Annually, prior to the beginning of the fiscal year, the supervisor will be notified by the Human Resources Department to schedule a performance appraisal meeting with the employee and implement the appraisal process for that employee.
- B. Prior to the above meeting, the employee will be asked to complete a self-evaluation, including information on the progress or achievement of the previous year's objectives. These items will form the basis for discussion at the annual performance appraisal conference.
- C. Prior to the beginning of the fiscal year, the supervisor and employee will meet to discuss the past year's performance and to establish objectives for the coming year.
- D. Following the annual performance evaluation conference, the supervisor will complete a Performance Appraisal Summary form outlining the results of the employee's previous year's performance and stating the objectives established for the coming year. The employee may append comments to the form. The supervisor will consult with the Human Resources Manager by forwarding the Performance Appraisal Summary form to the Human Resources Manager prior to the employee signing the form.
- E. The supervisor will forward the signed Performance Appraisal Summary form to the Executive Director along with a recommendation for a merit salary increase or other action as warranted. The Executive Director will make the final salary determination.
- F. An interim performance appraisal meeting between supervisor and employee will take place, mid-way in the appraisal year. The supervisor will complete an Interim Performance Report following this

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meeting, providing a copy to the employee. The employee may contribute to this report, which will serve to confirm achievements as well as suggest means of improving progress toward objectives, if appropriate. The Interim Performance Report will not be forwarded to the Executive Director or the Human Resources Manager, nor will it be put in the permanent personnel file of the employee, unless the employee is undergoing progressive discipline during the evaluation period.

Executive Director Evaluation

In order to assure high quality performance of the Executive Director, and to facilitate communication between the Board of Directors and the Executive Director, the Executive Director shall be present during the Board of Directors' discussion and consideration of his/her annual appraisal, which shall include any closed session(s).

Implemented: 7/1/94

Reviewed: BD 9/94

Revised: 3/99  
6/06