



New Jersey Institute of Technology  
University Policies and Procedures

Date of Issue: January 2017

*Subject:* HUMAN RESOURCES-Non-Aligned Performance Management Process Policy

## PURPOSE

NJIT strives to provide an environment where all employees understand the impact their contributions have on the achievement of the university's goals and are provided the opportunity for ongoing feedback and professional growth. The performance management process focuses on aligning employee performance expectations and goals with the university's mission, values, strategic goals and on supporting staff development and performance as a means to these ends.

Effective performance management is a critical component in the management of employees and a key element in the morale and retention of our high potential and high performing employees. As such, the Non-Aligned Performance Management Process is designed to be a year round process that helps managers maximize the performance of their staff, and to:

- Align and clarify department goals for a greater understanding of how staff contribute to NJIT's success;
- Establish and gain mutual understanding between the employee and his/her manager of performance expectations, and establish accountability and measures for behavior and results;
- Drive performance improvement and excellence through ongoing performance discussions, feedback, and individual development;
- Recognize and reward contributions by aligning rewards with performance.

The keys to success are in:

- Establishing clear links between individual performance and the strategy and goals of the University and
- Improved communications and feedback between manager and staff, including open and honest performance related discussions.

## NON-ALIGNED Performance Management Process Policy

The year round non-aligned performance management process is in support of the non-aligned merit program.

### APPLICABILITY

All non-aligned employees.

### POLICY

The Non-Aligned Performance Management Process cycle has three key elements:

1. Setting performance expectations and individual development plans;
2. Performance tracking and feedback;
3. Performance review.

Managers are required to submit a performance review and rating for each employee they directly supervise and managers should ensure that employees have the tools, resources, and learning and development opportunities to successfully meet their job responsibilities and contribute meaningfully to their department and the institution.

To ensure managers have the knowledge and skill to accomplish the above, managers will receive periodic training on the non-aligned performance management process and related skills.

### PROCEDURES

To accomplish the above, NJIT has implemented a web-based performance management process, where the manager and his/her employees set fiscal year performance expectations to track and review progress, year round.

The online tool is accessible through the Highlander Pipeline and is initiated by the employee by means of a self-review.

After the employee submits his/her self-review, the employee's manager reviews and evaluates the employee's performance, including core and departmental competencies, and where appropriate supervisory competencies, concluding with an overall performance rating. Rating definitions are as follows:

- (EE) Exceeded Expectations: Employee exceeded all or most performance expectations and his/her goals. Employee successfully incorporated all core and/or management competencies in his/her job performance, often performing significantly beyond expectations. Employee contributed significantly to the broader goals of their department/function and/or NJIT.

## NON-ALIGNED Performance Management Process Policy

- (ME) Met Expectations: Employee consistently and fully met performance expectations and achieved his/her goals. Employee successfully incorporated all core and/or management competencies into his/her job performance. Employee contributed to the broader goals of their department/function and/or NJIT.
- (DE) Did Not Meet Expectations: Employee did not achieve any or most of his/her performance goals, performance expectations, and/or did not incorporate core and/or management competencies into his/her job performance.

When the manager does not agree with the individual's self-review or requires additional information, the manager may return the self-review to the employee for revision and resubmission.

In addition, as part of this process, the manager drafts an individual developmental plan and new fiscal year performance expectations for the employee. (It is recommended that the manager and individual employee discuss the proposed new fiscal year performance expectations and IDP before they are submitted to the next level manager for approval.) The manager then electronically submits the employee's performance review to the next level supervisor, who reviews, agrees, and approves the manager's assessment, or returns it to the manager for revision and resubmission. After all required approvals, an end-of-year performance review and discussion session will take place between the supervisor and employee. Following this discussion, the employee indicates if they agree or disagree with the review and submits the form, electronically, to Human Resources.

The recommended timeline for completion of non-aligned performance review process is as follows:

Due Date	Phase of Process
July 15	Employee completes self-review
August 15	Manager and next level supervisor approval
August 31	Performance review and discussion session held
September 15	Employee signature/comments

All completed and signed non-aligned reviews are due to Human Resources by September 15<sup>th</sup> of each year. Performance reviews must be acknowledged by the employee and approved by the manager and next level supervisor and submitted to Human Resources.

It is the manager's responsibility to ensure the performance reviews for their employees are completed by the required timeframe.

