

PROCEDURE FOR ENCOURAGING SUPERVISORY PERFORMANCE EVALUATIONS

Purpose of the Performance Evaluation

The goal of the evaluation process is to recognize achievement, to evaluate job progress, and to design training for the improvement, development of skills and strengths. More specifically, a performance evaluation is a review and discussion of an employee's performance of assigned duties and responsibilities which also serves as an opportunity for both the employee and the supervisor to clarify expectations and goals for performance. The evaluation also provides a way to help identify areas for performance enhancement and to help promote professional growth. An evaluation is based on results obtained by the employee in their job, not on the employee's personality characteristics.

The primary responsibility of the evaluator is to determine the overall effectiveness of an employee's performance in accordance with District standards. Each employee should receive a thoughtful and accurate evaluation. The success of the process depends on the supervisor's willingness to complete a constructive and objective appraisal and on the employee's willingness to respond to constructive suggestions and to work with the supervisor to reach future goals.

Why Evaluations Matter

Periodic reviews help supervisors gain a better understanding of each employee's abilities. A careful review will stimulate employee's interest and improve job performance. The review provides the employee, the supervisor, and Human Resources a critical, formal feedback mechanism. These discussions, however, should not be restricted solely to a formal annual evaluation. An evaluation should reflect the ongoing dialogue between a supervisor and an employee that occurs on a regular basis. Open lines of communication throughout the year help to make effective working relationships.

A performance evaluation should not be used as discipline or in a punitive way. Behavioral concerns should be addressed through corrective disciplinary action.

When to Evaluate an Employee

All newly hired employees must be evaluated at the completion of the first three (3) and five (5) months of employment. Permanent employees who are promoted into a higher level position are evaluated on the same cycle as a newly hired employees.

Following probationary evaluations, employees are evaluated annually on their anniversary date of hire or promotion. Annual evaluations must be completed within sixty (60) days after the anniversary date. For employees assigned to a classification during the first sixteen (16) days of the month, the anniversary date is the first of that month. If assigned after the sixteenth of the month, the anniversary date is the first of the following month. The annual evaluations are conducted biennially after two consecutive satisfactory evaluations.

Evaluation Procedure

The performance evaluation addresses the following components of an employee's job:

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| 1. Quality of work | 6. Initiative |
| 2. Quantity of work | 7. Cooperation and Professionalism |
| 3. Knowledge of work | 8. Adaptability |
| 4. Dependability | 9. Application and use of time |
| 5. Organization of work | 10. Leadership |

Each of the above components is to be rated in one of the following five categories:

- Superior – for an employee who performs exceptionally, goes above and beyond what is normally expected, is an informal leader, produces significantly more work and the highest quality of work, and is an overall extraordinary contributor.
- Exceeds Expectations – for an employee who does more than meets the requirements of the job, pitches in when necessary, assists others and produces more work and higher quality work than others.
- Meets Expectations – for an employee who meets the job requirements, performs all that is expected of the employee and work is of satisfactory quantity and quality.
- Needs Improvement – for an employee who may be new in the job and needs to learn more about the job, needs to develop better skills, improve the overall quality and quantity of work, and may need to obtain further training.
- Unsatisfactory – for an employee who is not performing at a level that is meeting specific requirement of the job.

The performance evaluation also addresses the employee's strengths, what training the employee has had, and areas for growth and improvement.

The evaluation is summarized in a narrative.

The employee's attendance record is also addressed with a rating. In evaluating attendance the manager should consider the number of occurrences and not necessarily only the number of days.

When evaluating an employee it is important to be as objective as possible. While it is difficult not to be subjective, it is recognized that there is always a certain element of human subjectivity in evaluating an individual's work performance. Accordingly, it would be unusual for an employee to be outstanding in all aspects of his or her job, just as it would be unusual for an employee to be unsatisfactory in all aspects of his or her job.

At the supervisor's discretion, an employee can be asked to do a self-evaluation on the same tool. By doing so it can give the supervisor a better perspective of how the employee views their own performance, and can give the supervisor a better base upon which to complete the evaluation.

Once the supervisor's evaluation is completed, it should be given to the employee to read and then a meeting should be scheduled to discuss the evaluation, answer any questions the employee may have and finalize the evaluation by having the employee sign the form only to acknowledge that the evaluation was discussed and a copy given to the employee. If the employee wishes to provide written comments on the form, they may do so in a timely manner, so that the evaluation process is not delayed.

COMPLETED EVALUATIONS SHALL BE SENT TO THE OFFICE OF HUMAN RESOURCES TO BE PLACED IN THE EMPLOYEE'S PERSONNEL FILE.