

## PROCEDURE FOR 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 manager 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 his/her 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 manager'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 managers 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 manager, and Human Resources a critical, formal feedback mechanism on an annual basis. These discussions, however, should not be restricted solely to a formal annual evaluation. An evaluation should reflect the ongoing dialogue between a manager 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 employee. Failure to timely conduct these interim evaluations will result in employee acquiring permanent status in the position.

Following probationary evaluations, employees are evaluated annually on their anniversary date of hire or promotion. Failure to conduct the annual evaluation within 30 days of the anniversary date will result in no evaluation being recorded. An employee's anniversary date is defined as the date on which an employee was initially hired. 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. An employee could have been absent due to illness for ten days but only in one occurrence, which would not be a negative factor. However, another employee could have been absent ten days due to illness on ten different occasions, which could be cause for concern.

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 manager's option, an employee can be asked to do a self-evaluation on the same tool. By doing so it can give the manager a better perspective of how the employee views his or her own performance, and can give the manager a better base upon which to complete the evaluation. Often times an employee is more critical of his or her own work performance and may rate the performance lower than the manager views his or her work. Of course the contrary is also true, whereby an employee views his or her work performance as superior in all areas. As discussed above, it is doubtful that such an evaluation is accurate.

Once the manager'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 evaluation was discussed and a copy given to the employee. If the employee wished to provide written comments on the form, he or she may do so in a timely manner, so that the evaluation process is not delayed.

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