



PROCEDURE FOR CLASSIFIED / PROFESSIONAL / CONFIDENTIAL / SUPERVISORY PERFORMANCE EVALUATIONS

In an effort to streamline and simplify the performance evaluation process, the District has created a new performance evaluation tool which is attached. We hope that by simplifying the process we will achieve 100% completion of annual and probationary performance evaluations while not compromising the thoroughness of the evaluation process.

All newly hired employees are reviewed at the completion of the first three (3) and five (5) months of employment in the employee's position. Permanent employees who are promoted into a higher level job are reviewed on the same cycle as a newly hired employee.

Following probationary reviews, employees are reviewed annually on their anniversary date of hire or promotion. An employee's anniversary date is defined as the date the employee is granted salary step advancement. 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.

A performance review should be a constructive way to highlight the employee's strengths and weaknesses. It should be used to help an employee develop better skills and abilities in his or her job and alert managers to where training or skill development may be needed. A performance evaluation should not be used as discipline or in a punitive way. Poor work performance or behavioral concerns should be addressed through corrective disciplinary action.

A formal performance evaluation should not be a surprise to the employee. Ongoing dialogue between a manager and an employee should occur on a regular basis, and the formal performance evaluation should reflect what has been discussed over the preceding 3 and 5 months for probationary reviews and promotional reviews, and the preceding 12 months for annual reviews.

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 completing the overall performance rating, the manager should use the ten items that address the various components of an employee's job and weight them equally. As an example, if an employee had two superior, four exceeds expectations, five meets expectations and one needs improvement, the overall performance rating would be exceeds expectations.

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. If such an unsatisfactory evaluation occurs, the first question to be asked is why is the employee still employed?

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, where by 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.