

Performance Evaluation Policy

Provided by Peter Bryan

Probationary Personnel

Safety - Formal probationary reports shall be submitted XXX times during the one-year probationary period, i.e., four, eight, and 12 months.

Non-Safety - Formal probationary reports shall be submitted XXX during the six-month probationary period, i.e., three and six months.

Regular Personnel

Reports for full-time employees in permanent positions shall be submitted annually on the employee's review date, which is determined by:

Employees placed at Step A on original employment or reinstatement are eligible for a merit salary review after six (6) months of service. Subsequent review dates shall fall on the completion of twelve (12) month service.

Employees placed at Step B or above on original employment or reinstatement shall be eligible for a merit salary review after twelve (12) months of service. Subsequent review dates shall fall on completion of twelve months of service.

On promotion, an employee shall be given a new merit salary review date for purposes of future salary step advancement. The new date shall be based on the effective date of the promotion.

Separation - When an employee resigns, whether probationary, permanent or unclassified, an evaluation at the time of separation will serve as a matter of record of the exact status of the individual's performance.

Other - Any supervisor may rate more frequently as he determines need, and is encouraged to do so.

Performance Discussion, Evaluation Factors, and Process

The supervisor should make clear that the discussion is primarily intended to show the employee's strengths, weaknesses, and areas of improvement.

Review all items you considered when you evaluated the employee's performance and behavior, and have them available during the discussion.

Have on hand all factual information, such as supervisor's notes, progress sheets, records or reports showing either above, average, or deficient performance.

Be clear about the strengths and weaknesses in his/her performance in your discussion with the employee. .

Ratings should be based on the comments from observations and supervisor's notes included in the comments section(s). "Exceeds" cannot be checked if the comments do not justify same. Refer to job expectations.

When an employee's overall performance is rated "improvement needed," the supervisor and employee being rated should meet with the next level supervisor automatically to discuss the rating. If the rating is justified, a mandatory XXX month review is required.

Arrange for a meeting place free from distractions and noise and with at least a minimum of comfort.

Think through what you want to accomplish. What specifically do you want the employee to do differently as a result of this discussion? What effect will this discussion have on the employee's morale?

Give the employee an opportunity to speak freely, ask questions, and make suggestions. Help the employee solve any problem brought out in the interview, or, if very complex, arrange another meeting for this purpose. Be sure the employee understands exactly what is expected of him/her on the job. Prevent the discussion from becoming argumentative by relating inadequacies to job performance impersonally. Allow the employee to write comments on the rating form if he strongly objects to the rating.

Do not divulge ratings of other employees or discuss their performance. Do not compare employees.

If the employee appears to disagree strongly with the rating, make notes of the interview for future reference.

Conclude the discussion with the performance of the employee and giving appropriate recognition, when merited, in a fair and equitable manner.

Utilizing the Written Comments Section

Written substantiation of the ratings in the comments space should be consistent with the following.

It should be individual. It must be specific regarding the person who receives the rating. Do not use idle or standardized statements. State observable and specific examples of how the work has been above or below standard.

Include detailed suggestions for how the employee should improve when the ratings are below standard.

Comments are the most important part of the report; they are narrative and do not require interpretation. Because of the specificity, comments are more useful to a total personnel record. They have meaning and are remembered longer by the employee than any other section of the report.

Things to include in comments are the following: tasks performed as part of the employee's assignment. standards of performance for the position and how the employee's performance compares to the standards, explanation of factor ratings in terms of job performance, elements of the employee's performance that are especially good or need improving, plans worked out with employee for improving performance or acquiring additional skills, skills the employee has and work performed beyond the requirements of the present assignment.

Do not use labels for personality types. You may describe behavior that might be unusual or indicative of a pattern, but only refer to specific instances. Also do not include rumors and personal interpretations of actions and attitudes, complicated terminology, or a restatement of the items and factors without details.