PERFORMANCE EVALUATION OF STAFF EMPLOYEES

PREAMBLE: This section contains those policies and their attendant procedures for those periodic performance reviews of classified personnel and exempt personnel. An original part of the 1979 Handbook, this section was revised in December of 1992, inter alia to reflect changes in step increases. Unless otherwise noted, the text is that of July 1996. For further information, contact Human Resource Development (208-885-9164). [ed. 7-97, 12-04, 6-09, rev. 7-98]

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A. GENERAL PRINCIPLES.

A-1. Performance evaluation is a responsibility of every manager-supervisor and should be performed in a timely manner for every employee. The purposes of performance evaluation include but are not limited to: facilitating employee productivity and professional growth, encouraging communication between employees and supervisors, documenting performance strengths and weaknesses, supporting meritorious salary increases or identifying the basis for demotion, disciplinary action or dismissal and motivating improvement in performance. To assist supervisors, Human Resource Development staff provide training in performance-appraisal techniques through workshops as well as through individual assistance. [ed. 12-04]

A-2. A formal evaluation of performance should be performed at least once a year, generally during January. Classified employees who are new to a classification will be evaluated after three months of service in the probationary period and again at the end of the probationary period but no later than six (6) months in the new position. [rev. 7-02, rev. 12-04]

a. Performance evaluations may also be conducted at other times at the discretion of the supervisor or department unit administrator to further assist employees in improving performance or to formally advise them of performance or disciplinary problems. [ed. 7-02]

b. Supervisors and/or department administrators (depending on procedures of the department) are responsible for evaluating performance in a responsible and timely manner. [rev. 7-98, ed. 7-02]

A-3. The performance evaluation form is a guide for evaluating the performance of all exempt staff and classified staff. Forms for each employee may be downloaded from the Human Resources website (www.uidaho.edu/humanresources.aspx). Human Resources notifies department administrators when annual or probationary evaluations are due. [rev. 7-02, ed. 12-04, 6-09]

A-4. The employee’s job description provides an objective standard by which performance is evaluated. Job descriptions for classified positions and some exempt staff positions are on file in Human Resources. Factors that also are considered include, but are not limited to, ability to work with other employees, record of attendance, and tardiness. [ed. 12-04, 6-09]

A-5. Evaluation of performance should be conducted by an employee’s immediate supervisor or department unit administrator (depending on the procedures of the department). The evaluation should include a discussion between the supervisor and the employee regarding: (a) what is expected of the employee, including a review of standards of performance in the job description as well as goals and objectives established at the
prior evaluation; (b) the supervisor’s evaluation of performance for the current period; and (c) developmental activities or performance goals included in the review which will improve performance during the upcoming period. The employee is expected to participate in the discussion. [ed. 7-02]

A-6. Following the supervisor’s completion of the written evaluation discussion of performance between the supervisor and the employee, the employee has the opportunity to indicate in writing whether they or she concurs with the evaluation and to enter his or her written comments regarding the evaluation in the “Employee Comments” section of the performance evaluation form.

A-7. The written evaluation serves as the official record of performance; hence, it should be as complete as possible, signed and dated, and sent to Human Resources no later than the last working day in February. One copy of the evaluation is given to the employee, and one copy retained in the department unit and should be referred to when subsequent evaluations are conducted. The official series of evaluations in HR becomes a record that supports decisions such as promotion or dismissal. [rev. 7-02, rev. 12-04]

A-8. A probationary classified employee who receives an overall unsatisfactory performance evaluation shall not be certified as having completed probationary status. In most instances, an unsatisfactory performance evaluation should be accompanied by a recommendation for demotion or termination of employment. In rare cases, the probationary period may be extended for up to an additional 90 days, with written performance reviews required at 30 and 60 days, and the final written evaluation completed no later than 90 days. (See APM 50.21) [rev. 7-02, ed. 12-04]

A-9. An employee who had previously been certified as having satisfactorily completed entrance probation may also be placed in probationary status following an evaluation which indicates that overall performance is less than satisfactory. A previously-certified employee who receives an overall rating of “needs improvement” or “unsatisfactory” must be placed on a performance development plan (PDP) to document the necessary improvement or the lack thereof, reevaluated, with written performance reviews required at 30 and 60 days, and the final written evaluation completed by 90 days with the employee’s progress or lack of it recorded. If the necessary improvement is not achieved through use of the PDP or the event that an overall rating of satisfactory is not achieved, other steps must be taken; these may include, but are not limited to, probation, demotion, suspension, or termination of employment. (See APM 50.21) [ed. 12-04]

A-10. Performance levels in each criterion evaluated are described as follows:

a. Outstanding is extraordinary performance well beyond that required for the position. [rev. 7-02]

b. Exceeds Requirements represents performance which is better than that expected of a fully competent employee. [rev. 7-02]

c. Meets Requirements is the performance expected of a fully competent employee and is defined as falling within a broad band of accomplishments ranging between “needs improvement” and “highly competent.” [rev. 7-02]

d. Needs Improvement denotes performance that is less than that expected of a fully competent employee. It means improvement is necessary. A rating of this type should be thoroughly discussed with the employee, and the employee placed on 90-day probation.

e. Unsatisfactory performance is inferior to the standards for the position. It should be used when an employee clearly fails to perform one or more duties critical to the job and the overall impact of the employee’s performance is such that termination of employment is considered and may be implemented. At the minimum, the rating will be thoroughly discussed with the employee, and the employee placed on 90-day probation.
B. INSTRUCTIONS FOR COMPLETING THE PERFORMANCE EVALUATION FORM.

B-1. Refer to the employee’s job description and agreed upon performance goals or Performance Development Plan (PDP) as the appropriate frame of reference for evaluation. Please attach a copy of the job description and goals (or PDP) to the completed evaluation form. [rev. 7-02, ed. 12-04]

B-2. Prepare a draft evaluation in preparation for discussion with the employee. The supervisor may wish to provide the employee with a blank evaluation form and ask him or her to prepare a self-assessment in preparation for the discussion that may be voluntarily given to the supervisor. [ed. 7-02]

B-3. Complete the evaluation form, providing examples and written comments as appropriate. The form is designed for multiple employment settings. If a particular evaluation criterion is not applicable, please check “NA,” provide a brief explanation, and continue to the next criterion.

B-4. Complete the rating for each of the relevant categories. Often an employee will have a range of ratings throughout the categories indicating individual strengths and weaknesses.

B-5. Schedule and conduct a performance review with the employee to discuss the evaluation. Encourage employee participation in this discussion. [rev. 7-02]

B-6. Offer the employee the opportunity to add written comments in the “Employee Comments” section.

B-7. The performance evaluation form is to be signed by the supervisor who completes it, and by the employee who receives it. If the employee refuses to sign the evaluation, the supervisor should note this fact on the evaluation. If an employee does not sign the evaluation report, the evaluation does not mean the evaluation is incomplete. In addition, each evaluation form is to be reviewed and signed by the department administrator with budget authority. Subsequent review by senior administrators is an option that may be exercised by those administrators. [ed. 7-02]

B-8. Please distribute final signed copies of the completed evaluation form as follows: original to the employee’s file in Human Resources; a copy to the dean’s or director’s office; a copy to the evaluator’s department file; and a copy to the employee. [rev. 7-02, ed. 12-04]

B-9. In the event the performance review leads to a recommendation of probation, demotion or termination of employment, see 3360 and 3930. The supervisor is expected to consult with the director of employment services in these cases. Should demotion, suspension or termination of employment be recommended, the evaluation must first be reviewed by a senior administrator at the level of dean or director, or above, as well as the director of employment services before the form is delivered to the employee. [ed. 7-02, 12-04]

(Staff Performance Evaluation Forms are on Human Resources website.)