

Performance Evaluations (Classified)

PS-39

PURPOSE

The performance management program should serve as a foundation for aligning employee performance with institutional plans and goals. Performance ratings should be used to provide the basis for merit increases, promotion, career development, training, and recording job performance strengths and weaknesses for future action.

DEFINITIONS

A performance rating is a systematic evaluation of the work actually performed by the employee in the position held during the rating period. Performance ratings must objectively reflect the employee's actual performance based on standards that are directly related to the job. All classified employees are included except those on restricted or contingent appointments.

Classified employees are evaluated in each of the following key competency areas:

- Work Habits
- Analyzing Problems and Making Decisions
- Communication
- Interpersonal Work Relationships
- Client Service Orientation
- Institutional and Technical Knowledge
- Administrative and Individual Skills (supervisory positions)
- Goal and Action Management (supervisory positions)
- Leadership (supervisory positions)
- Business and Technology Knowledge (supervisory positions)

Civil Service Rules require that a five point rating scale be used to rate each competency area. The rating scale includes these descriptors of job performance: (1) unsatisfactory/poor, (2) under official review/needs improvement, (3) performance on target/ meets requirements, (4) exceptional/exceeds requirements and (5) remarkable/outstanding.

GENERAL POLICY

Performance Planning Session

Civil Service requires that the supervisor conduct a performance planning session with each employee. Normally, the planning session is conducted as part of the annual performance review on the employee's anniversary date. If the employee is promoted or reallocated during the rating period, the supervisor

should conduct a follow-up planning session based on the new duties no later than 30 days after the personnel action is processed.

The planning session should inform the employee fully of the performance requirements of the job. The planning session must be documented on the rating form used to conduct the evaluation.

New employees must receive a planning session within 30 days of their appointment.

Timing of the Rating

The supervisor must complete the rating form 60 days on or before the employee's anniversary date. For new employees, the rating must take place within 60 days of the end of the first six months of continuous service and thereafter, 60 days on or before the employee's anniversary date.

Designating the Rating Supervisor

The first line supervisor should normally be responsible for preparing the rating. The department head may designate a higher level of management to prepare the evaluation; however, the first line supervisor should participate in the rating process since this person is closest to the work being performed. If more than one level of supervision is involved, all raters must agree on the employee's rating before the rating is discussed with the employee.

No member of management should alter, modify, or add to comments prepared by the rating supervisor without discussing the comments with the rating supervisor. Any alteration, modification or additional comment(s) should bear the name of the reviewer. No change shall be made to an employee's evaluation after the employee has signed the evaluation form unless the employee is notified in writing.

Responsibility of the Supervisor Preparing the Rating

Since performance ratings reflect the entire rating period, the supervisor preparing the rating has ongoing responsibilities throughout the year to inform the employee of how she/he is performing.

The supervisor's responsibilities include:

1. Discussing the employee's performance with the employee throughout the year and advising the employee whether or not the performance meets, exceeds, or fails to meet the established performance standards.
2. Rendering assistance when needed to improve employee performance, and otherwise, strengthening the supervisor-employee relationship.

3. Taking or recommending appropriate action when an employee's sustained performance is unsatisfactory in any way.
4. Providing the employee a reasonable period of time to correct any performance problems.

Assigning Ratings

If the employee's overall rating is less than "2.5", then improvement in the employee's performance is considered essential for success. For an overall rating of less than "2.5 " the employee will not be eligible for:

- merit increases
- promotion
- permanent status, if probational
- detail to higher level job

When an employee receives an overall rating of "Under Official Review/Needs Improvement" or "Unsatisfactory/Poor" rating, the supervisor must reevaluate the employee in 6 months. If the employee achieves an overall rating of "Performance on Target" or better, then the employee is again eligible for a merit increase or promotion. If the employee does not achieve an overall rating of at least "Performance on Target/Meets Requirements" the employee may be subject to disciplinary action up to and including termination.

Any overall rating of less than 2.5 (i.e. "Under Official Review/Needs Improvement" or "Unsatisfactory/ Poor" rating) requires prior approval of the Director of Employee Relations or the Associate Vice Chancellor of Human Resource Management. Any rating of an individual competency area of less than 2.5 (less than Performance on Target) must be briefly explained in the Supervisory Comments section. A follow up letter detailing areas of improvement should be provided to the employee. HRM is required to provide regular reports to Civil Service for employees who receive overall ratings below Performance on Target/ Meets Requirements.

Employee Review

The supervisor must conduct a session with the employee to review the performance rating. The employee is expected to sign the form. If the employee refuses to sign the form, the supervisor should note that on the rating form. The supervisor must give the employee a copy of the rating form.

Failure to Conduct a Rating

Employees who do not receive a performance rating in a timely manner are considered by Civil Service to satisfactorily meet the job requirements (i.e. overall rating of "Performance on Target/ Meets Requirements" or higher) by default and are reported as "Un-rated."

Review of Ratings

An employee cannot appeal the denial of a merit increase. An employee can request the Director of Employee Relations in HRM review a performance evaluation rating.

To request a review, the employee shall submit a written appeal no later than 15 calendar days after the employee's anniversary date or re-rating date. A written decision shall be rendered within 30 (30) calendar days from the date the request is received in HRM.

If the employee is not satisfied with HRM's response, the employee may appeal to Civil Service. The appeal must be received by the Department of Civil Service within thirty (30) calendar days from the date the employee is notified of HRM's decision.

Performance evaluation ratings are not grievable under PS-80.

Sources:

Civil Service Rules, Chapter 10, Service Ratings; Civil Service Manual, Part 12, Service Ratings; Civil Service General Circular 1417.