I. Purpose and Objectives of Evaluations

The purpose of evaluating employees is to provide a basis for encouraging greater work efficiency and assuring that only capable classified personnel achieve and retain permanency. Evaluations are frequently criticized for being subjective - "just a personal opinion." Admittedly, evaluations are a matter of individual judgment and when you have many supervisors, each one may have a different interpretation of what an evaluation is and how it should be administered. By following this evaluation tool, the remarks placed on the form should be objective. The evaluation must be subjected to documentation. There should be a continuous attempt in any personnel evaluation program to achieve fairness and to retain an understanding of the employee's feelings.

In an attempt to standardize the evaluation procedure all employees shall be evaluated on set criteria. Employees will not be compared to each other but will be evaluated only on how well they meet the needs of the position they are filling.

The form is a tool to assist the evaluator in administering the performance evaluation.

It is suggested that an employee evaluation program:

A. Form the basis for constructive discussion between supervisory and their employees on all matters affecting performance.

B. Develop mutual understanding and more effective work relationships.

C. Encourage the development of individuals who may be qualified and/or qualifiable for promotion.

D. Require all supervisors to reflect closely upon the work of their employees.

E. Assure employees of an impartial and objective evaluation of their progress.

F. Call attention to specific factors of performance, qualifications and personal characteristics so that they may be evaluated and discussed separately.

G. Assist in determining necessary in-service training.

H. Encourage employees toward self-analysis and toward the desire to improve or overcome specific weaknesses.

II. When Evaluations are to be Made:

A. The performance of all classified bargaining unit members shall be evaluated twice during the probationary period (one year) and thereafter no less than once every other year by March 15th or as required by law. The primary evaluator may conduct the evaluation in conjunction with the secondary evaluator. The final evaluation shall include under comments, a recommendation to either retain or dismiss the probationary employee from the position. The County Superintendent who is the final authority in this area, may override the final recommendation of the evaluator as to whether the classified employee will be retained the classification or classified service.

B. All permanent classified employees may be evaluated by such evaluator at any time during the year.
C. All permanent part-time teacher's assistants will be evaluated annually by March 15th of each school year. A school year consists of September to June of the following year.

III. Responsibility for Evaluations:

The primary evaluator is responsible for completing the evaluation and shall be entitled to obtain information to assist in the completion of the evaluation.

IV. Procedure to be Followed:

A. The employee and the evaluator(s) should study and analyze the contents of the evaluation packet available through the Glenn County Office of Education.

B. Employee is encouraged to complete the employee comment section on the evaluation form prior to meeting with the evaluator. The employee is encouraged to share their comment section with the evaluator but is not required to do so.

C. The involved parties should understand thoroughly the duties and requirements of the position held by the employee to be evaluated. If you do not have a classification description of such job, you may obtain a copy from the Glenn County Office of Education.

D. The procedure should be used to analyze the employee's performance in terms of the specific criteria listed on the evaluation form. Comments should be made when a rating of unsatisfactory, improvement needed, or outstanding has been given. The suggested factors listed under comments to those items: rather the comments should be directed to those factors, which are most meaningful to the particular person being evaluated. If there is more than one evaluator, they shall work together on evaluation form with the Advisory Evaluator providing input to the Primary Evaluator.

E. Seniority shall not be taken into consideration.

F. Careful consideration should be given to employee strengths and weaknesses-"a must in effective evaluations." This care will be helpful to the employee and will aide the evaluator in reaching a more constructive review.

G. Each major category will be rated. #G should be completed only if employee being evaluated has some supervisory responsibility (including student or other adult supervision).

H. The evaluator(s) and the employee will meet to discuss the contents of the evaluation at a time convenient to all parties. Evaluations should be kept confidential.

I. The employee should receive a copy, signed by the evaluator(s) plus any attachments. Within five working days the employee may comment on any or all comments of the evaluator in writing.

J. The employee shall have the opportunity at his/her request to meet a second time with the evaluator. Either at the first or second conference both parties should date and sign all copies of the evaluation form.

K. The primary evaluator will send the original copy plus any attachments for the personnel file to the Human Resources Department.

L. The County Office of Education will contact the employee if he/she is not recommended for permanency and discuss the status of the employee.
KEY POINTS TO REMEMBER IN WRITING EVALUATIONS

Remember that two of the objectives of writing performance reviews are to communicate and document information concerning the employee's performance for the time period since the last review.

The review should be written in such a way as to consistently document and bring about improvement when the employee's performance has been sub=standard and improvement is imperative. BE prepared to support statements with substantive facts.

The review should be written in such a way as to document poor performance and compliment positive performance in a substantive manner.

If the employee's performance has been satisfactory, but not much more, a review should be written in such a way as to encourage improvement and identify concisely the area where improvement is most needed and expected.

What is documented in the review, good or bad, should never be a surprise to the employee. As a result of day-to-day communication, the employee should have a clear understanding of how he/she is performing.

Don't wait until just before review time to discuss a problem with an employee. Discuss problems before they grow or become habits.

There must be consistency between what you write and how you feel or speak about the employee's performance.

Avoid overusing the word "you" in criticizing but be sure to use it complimenting. In other words, when criticizing, de-emphasize who and stress what is wrong and how it is to be improved.

Avoid hinting or being too subtle in your comments in order to avoid misinterpretation. Be sure to use concise language at all times.

Remember, the review should reflect performance over the entire period, not just the more recent part.

Remember, the Human Resources Division is a staff department of advise, consult, and assist both employees and supervisors in solving problems.

Remember, to that particular employee you are reviewing, this review is the most important one you have ever written.
Please record a comment for each area/Review Guide Sheet before commenting.

A. Quantity

Evaluatee Comments:  
I think that I:  

Evaluator Comments:  

B. Quality

Evaluatee Comments:  
I think that I:  

Evaluator Comments:  

C. Work Habits

Evaluatee Comments:  
I think that I:  

Evaluator Comments:  

D. Personal Relations

Evaluatee Comments:  
I think that I:  

Evaluator Comments:  

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E. Adaptability

Evaluatee Comments:  
I think that I:

Evaluator Comments: 

F. Initiative

Evaluatee Comments:  
I think that I:

Evaluator Comments: 

G. Supervising Students
(for those to whom it applies)

Evaluatee:  
Evaluator: 

A Conference was held concerning this observation:  Date:
Evaluator: Date:
Circle: Primary / Advisory
Evaluatee: Date:
Evaluatee intends to file a response form: Yes No
Recommendations / Commendations:
### Plan for Improvement

Any employee who has areas needing improvement or which are unsatisfactory must develop a Plan for Improvement with the employee's supervisor. The supervisor lists the areas needing improvement and both the supervisor and employee indicate what each agree is necessary to implement the plan, and by when.

<table>
<thead>
<tr>
<th>Employee's Name:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position:</td>
<td>Primary Evaluator:</td>
</tr>
<tr>
<td></td>
<td>Advisory Evaluator:</td>
</tr>
</tbody>
</table>

Areas needing improvement:

The Employee agrees to:

The Evaluator agrees to:

By (Date):
Employee’s Signature  Primary Evaluator’s Signature

_________________________________
Secondary Evaluator’s Signature

**Professional Growth Plan**

Employees Name __________________________________  Date _________________

Position __________________________  Primary Evaluator ______________________

  Advisory Evaluator _____________________

Goal/goals:

Objectives

_________________________________
Department Director