

 STANISLAUS COUNTY COMMUNITY SERVICES AGENCY	Developed by/Date: Per Old DSS Manual Prior to 2002, Rev. 4/22/08, Rev. 3/09	Page: 1 of 5	Number: 6.8
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Title: Evaluation Process and Criteria		Approved: 5/4/09	

Policy

 Procedure

 Guideline

Purpose

The Community Services Agency (CSA) will provide all employees with an annual evaluation. The following definitions are to help supervisor’s understand the definition of the ratings and criteria within each category.

Definition

Supervisors are expected to complete an annual evaluation with all staff to ensure employees understand performance expectations and how they are performing.

Procedure

As a supervisor, you are responsible for completing an annual evaluation for your staff.

- A. At the beginning of each month, your manager will receive an evaluation report that lists the following month’s upcoming evaluations due; the reporting period, any pending actions; and their due date to CSA’s Human Resources.
- B. Each supervisor is responsible to obtain this information from their manager in order to have the most accurate information to process evaluations timely.
- C. There is one standard evaluation form that is available on Ollie and can be saved on your home drive.
- D. Supervisors can complete the evaluation online and print out the evaluation for all required signatures.

The following steps highlight the process for completing an evaluation timely.

- 1. The employees name will appear on the evaluation report along with the due date, supervisor’s name, reporting period and any pending actions. This report is generated by CSA Human Resources and will is sent via e-mail to all managers.

2. All managers should send this report to their supervisory staff. If the supervisor is new, the manager should work with the supervisor to help them to understand the report, the evaluation form, and how to conduct an evaluation. Supervisors can also find helpful information in the Supervisors Handbook.
3. Supervisors should complete the evaluation on their employees using all of the reporting period events. The guidelines are available to help supervisors understand each category and criteria. The supervisor should use their own judgment when rating the employee. Any ratings below standard must be explained in the evaluation. If the employee was supervised by someone else for a part of the rating period, the supervisor should work with the previous supervisor to consider and incorporate his or her comments and suggestions. Remember – honesty is the best method to help employees improve and meet standard expectations.
4. Supervisors should meet with the employee in a closed and quiet location to review the evaluation and obtain the employees signature. This is time spent between the supervisor and the employee to discuss positive feedback for strengths, areas for improvements, and goals for the upcoming year. The employee's signature is only a reflection that the supervisor discussed the evaluation with them, not an agreement. The employee should not be surprised by the results of their evaluation, however if they disagree they can write a rebuttal to the evaluation. An employee cannot refuse to sign an evaluation.
5. Supervisors should meet with the manager to obtain their approval and signature. The supervisor should make a copy for all involved. The original evaluation must be returned to CSA Human Resources prior to the due date indicated on the evaluation report. A supervisor may choose to meet with their manager for approval prior to reviewing the evaluation with the employee.
6. CSA Human Resources will process the evaluation and any necessary actions. If there is an action pending such as a step increase or permanent status, Human Resources will generate a letter and send it directly to the employee. Remember postponement on your part will delay the employee's benefits, or will grant benefits to an employee that may not be warranted. Please be sure to be timely with your staff evaluations.

Supervisory Expectations

Every employee must receive a formal evaluation each year from their supervisor. Supervisors are expected to meet with staff regularly to ensure that employee's understand performance expectations and how they are performing. When completing evaluations, supervisors should ensure that they are accurately reflecting work performance for the entire rating period. If an area is considered Excellent, Weak or Unsatisfactory, a narrative must be written in the blank area to address and explain these ratings. Finally, each employee evaluation must have goals for the upcoming year so they align and understand the overall Agency mission.

As most assignments and duties vary throughout CSA, these definitions should be used only as a guideline to understand the criteria for evaluating. These definitions are not meant to be used as the only means of defining the criteria within the employee evaluation since evaluations are subjective and each supervisor has the right to modify the categories as needed. Additionally, it is important for each individual supervisor to have on-going communication with each employee to identify and define specific areas of expectations and any improvements needed, prior to the evaluation.

Ratings

- Excellent – Meets and exceeds all expectations. The employee is performing at an optimal level.
- Good – Meets all and exceeds some expectations. The employee is performing above the standard range.
- Standard – Meets minimum expectations. The employee is performing the duties as assigned.
- Weak – Meets some, but not all the minimum expectations. The employee is not performing at an acceptable level; however progress is being made or is attainable.
- Unsatisfactory – Does not meet the minimum expectations. The employee is performing poorly with no progress towards improvement.

A. Personal Relations

1. Meeting and Handling the Public – Customer service skills such as: polite and courteous presentation, knowledge of available resources, and timely return of phone calls.
2. Getting Along With Employees – Demonstrates the ability to work as a team member, the willingness to help, and avoids conflict through professional interaction with coworkers.
3. Professional Image – Dress and maintain hygiene appropriate for job duties.

B. Work Habits

1. Observance of Work Hours – Arrives and leaves on time, appropriate use of flextime, supervisor is aware and approves of schedule.
2. Attendance – Employee comes to work consistently and can be relied upon by others to show up for work. Employee doesn't abuse sick leave or demonstrate poor attendance patterns such as excessive dock time, always absent on Monday's and Friday's, or consistently absent on important "business days". Provisions should be made for an approved Family Medical Leave.
3. Observance of Rules & Regulations – The employee observes and follows rules and regulations of job expectations and department expectations.
4. Observance of Safety Rules – Employee observes and follows policies and procedures regarding workplace safety such as: following proper ergonomics, preventing on the job injuries, workplace violence, drug free workplace, and vehicle accidents.

5. Compliance With Work Instructions – Employee observes and follows instructions provided by supervisory staff with a positive attitude refraining from non-productive negativity.
6. Orderliness in Work – Employee demonstrates good time management skills and performs tasks in an organized manner.

C. Quantity

1. Amount of Work Performed – Amount of work performed is done in accordance with job expectations.
2. Completion of Work on Schedule – Work completed timely according to job expectations.

D. Quality

1. Accuracy - Work completed using correct procedures. Errors kept within established standards.
2. Neatness of Work Product - Work product is clear, concise, and easy to understand.
3. Thoroughness - Utilizes all available factual information in work product.
4. Oral Expression - Effectively communicates with clarity and diplomacy in a consistently tactful manner.
5. Written Expression - Written communication is clear, precise and appropriate.

E. Adaptability

1. Performance in New Situations - Ability to apply knowledge, skills and policies in new situations.
2. Performance in Emergencies - Safely performs tasks in a calm manner as appropriate to the situation.
3. Performance With Minimum Instructions – Performs sufficiently without the need of continued instruction.

F. Initiative

1. Self-Reliance - Capacity to depend on one's own abilities, resources and/or judgment.
2. Resourcefulness - Ability to meet the demands in any situation by drawing upon internal and external means as appropriate.
3. Willingness to Accept & Carry Out Responsibility - Motivated to take on and readily perform assignments in an efficient and effective manner.

G. Supervisory Ability – (supervisors or lead workers only)

1. Planning and Assigning - Ability to strategize a method to achieve goals and delegate accordingly.
2. Training and Instructing - Presents current and correct information timely in a clear, concise and relevant manner reaching all learning styles.
3. Discipline - Addresses disciplinary issues in a timely and uniform manner, utilizing the progressive discipline process.

4. Evaluating Performance - Monitors performance through conferences, internal and external customer comments, and periodic review of work product; keep employees informed of their progress.
5. Leadership - Offers guidance, encouragement and support to staff to promote efficiency, respect individualism and foster professional growth. Leads by example by maintaining professionalism with all levels of internal and external customers.
6. Making Decisions - Utilization of all information available, including listening to others, to reach an unbiased and practical decision; demonstrates initiative and innovative thinking.
7. Fairness and Impartiality - Consistent and equal interactions; uniform application of policies; maintains equity with surrounding personnel.
8. Approachability - Demonstrates a willingness to interact with staff.