

**PERFORMANCE EVALUATION PROCEDURES**

**FOR REPRESENTED AND CONFIDENTIAL STAFF EMPLOYEES**

**PURPOSE**

To establish a working environment that supports quality work performance, encourages job-related development, and enhances communication between supervisor and employee; to take the time to step back, evaluate and plan for continuous improvement and to help establish or enhance a relationship of mutual trust, understanding, and cooperation. This supports a culture of respect and collaboration.

Performance evaluations recognize acceptable and outstanding performance, while hoping to improve unacceptable performance, and provide goal setting and self-evaluation opportunities (an optional step available to the employee). Evaluations also provide documentation for other personnel actions, training, promotions, and status changes.

**RESPONSIBILITIES**

**The Employee** shares responsibility to review job functions and responsibilities .and establish objectives. Completes Self-Evaluation form (optional at the discretion of the employee), actively participates in performance planning and review of the draft evaluation with the evaluator.

**THE EVALUATOR** rates employee performance for the entire evaluation period, and shares responsibility for establishing timely goals and objectives.

**THE ADMINISTRATOR** reviews the evaluation prior to submission to the employee and manages department evaluation program.

**University**  implements employee Performance Evaluation Program,

**Personnel** disseminates information and training regarding procedures and processes, notifies departments of evaluation schedules, reviews evaluations and advises Vice Presidents of overdue evaluations.

**PROCEDURES**

Evaluations are based on performance during the entire evaluation period, not solely on single accomplishments or challenges, or most recent performance. Important single instances of outstanding (or unacceptable) performance are considered as a whole.

**The Evaluator**:

• Begins process in adequate time to complete and submit evaluation in timely manner. For APC employees, provides the evaluation procedures in writing *before* commencing the process.

• Provides employee with Self Evaluation form (completion optional at the discretion of the employee).

• Develops a draft Performance Evaluation.

• **Reviews the Self-Evaluation** (if submitted) **and draft Performance Evaluation with Evaluator’s administrator** (must be a MPP) **prior to submission to employee. Consults with University Personnel, if needed.**

• Conducst a pre-evaluation discussion with employee to 1) review job functions and responsibilities, 2) discuss Self- Evaluation (if applicable), 3) discuss employee’s progress in meeting job requirements and previous goals and 4) explain new goals and objectives. Provide employee with a draft evaluation for review, input and discussion. (For CSUEU (Units 2, 5, 7, and 9) & SETC employees, allow five work days for employee review and input (CSUEU employees can request an additional five work days); for APC employees, allow 14 calendar days before finalization.)

• Meets with employee to receive the employee’s input on and discuss the draft Performance

Evaluation (if applicable).

• Finalizes Performance Evaluation providing final ratings and comments (with additional pages if needed), incorporating necessary changes agreed to by the employee and evaluator. **Obtains signature of Evaluator’s MPP administrator.**

• Meets with employee to review the finalized Performance Evaluation. Discusses any changes from the draft Performance Evaluation. Both the employee and the evaluator sign the Performance Evaluation and the Self-Evaluation (if submitted). Attach the Self-Evaluation (if submitted) to the Performance Evaluation. Provides the employee with a copy of the fully signed Performance Evaluation and all attachments.

• Submits Performance Evaluation (with any attachments) to University Personnel on or before the deadline.

**SCHEDULING**

The frequency of performance evaluations is determined by collective bargaining agreements.

**Probationary employees** are evaluated at different intervals during probation depending on the bargaining unit:

• CSUEU (Units 2, 5, 7, and 9) employees are evaluated by the end of 3rd, 6th and 11th month.

• APC (Unit 4) employees should be evaluated by the 11th month.

• SETC (Unit 6) employees are evaluated with two weeks of completing the 6th and 11th month.

• SUPA (Unit 8) employees are evaluated at the end of the 6th, 9th and 12th month.

Additional probationary evaluations may be scheduled and submitted as needed.

**Regular Employees** are evaluated on an annual, fiscal year basis. CSUMB has established a campus- wide annual Performance Evaluation due date for non-probationary, represented and confidential staff employees of **no later than June 30th**. All annual evaluations must be completed, signed and submitted to University Personnel by that date. Annual evaluations may be completed and submitted earlier in the spring if desired.

**Temporary Employees** appointed for one year should be evaluated at the end of the third quarter but no later than the end of the eleventh month of employment and annually thereafter.

**RATINGS\* (NOT applicable to Unit 4/APC employees)**

Each dimension and goal/objective must be given a rating in accordance with the performance ratings below. The following rating benchmarks are provided to assist the Evaluator in maintaining consistency among evaluations given and with other Evaluators across campus.

**PERFORMANCE RATINGS RATING BENCHMARK**

OUTSTANDING Total performance is far above normal standards for the position. EXCEEDS EXPECTATIONS Consistently competent performance exceeding normal standards in all

critical factors for the position.

MEETS EXPECTATIONS Meets all normal requirements of the position in a competent manner. BELOW EXPECTATIONS Total performance periodically or regularly falls short of expectations.

UNACCEPTABLE \*\* Performance is clearly inadequate. Employee has demonstrated an inability or unwillingness to improve or meet expectations. Performance is not acceptable for position held.

\*Please see CSUEU/SUPA Evaluation Form for appropriate ratings and benchmarks

\*\* *A Work Improvement Plan should be prescribed for performance at this level.*

**COMPLETING THE EVALUATION FORM**

(**NOT** applicable to Unit 4/APC employees – for APC employees use ‘Report of Employee

Performance – Unit 4 – Academic Support’)

**EMPLOYEE INFORMATION** Complete all items including evaluation period. Use job classification, not working title. Indicate employee status and type of evaluation.

**PERFORMANCE DIMENSIONS** (Each Dimension requires a rating.)

**EMPLOYEE DIMENSIONS EXAMPLES OF WHAT TO CONSIDER**

Work Hour Compliance Arriving at and leaving work on time, including meal and rest breaks. *The highest rating for this dimension is ‘Meets Expectations’*.

Attendance Absences versus accrued sick leave; use of accrued vacation for unplanned absences; absences resulting in unpaid time. *The highest rating for this dimension is ‘Meets Expectations’*

Judgment Attire and communication appropriate to position held; appropriate application of decision-making ability and authority to assignments.

Safety & Health Compliance Takes responsibility for work area safety measures and practices;

knows emergency procedures.

Adaptability Participation in and facilitation of required change during fluid situations and under pressure; willingness to accept change.

Initiative Resourcefulness, willingness to make work improvements, initiate work activities and correct errors.

Acceptance of Responsibility Willingness to accept responsibility for tasks, including difficult or more complex tasks, personal actions and work assignments.

**WORK DIMENSIONS EXAMPLES OF WHAT TO CONSIDER**

Quantity of Work Workload and finished product in comparison to the expectations of the position.

Quality of Work Complexity, thoroughness and completeness of work; lead time provided to enable input from others, as appropriate.

Accuracy Attention to detail, work performed completely and with an absence of errors.

Reliability (Timeliness) Deadlines met, lead times given, ability to negotiate conflicts in assignments and expectations.

Policy/Procedure Compliance Knowledge and application of departmental, university, and

CSU policies and procedures.

Organization Prioritization, ability to anticipate conditions, work area organization, ability to locate materials and meet goals and objectives.

Response to Supervision Degree and amount of supervision needed; ability to perform assignments without detailed instructions; willingness to take direction and adapt behavior/performance.

Working Relationships Ability and willingness to interact and work well with others; development and maintenance of effective working relationships with co-workers, students, the public and others contacted in the course of business.

Written Communication Ability to communicate in writing in a clear and effective manner, as applicable to the position.

Oral Communication Ability to express oneself verbally and be understood by others, as applicable to the position.

**LEAD WORKER DIMENSIONS EXAMPLES OF WHAT TO CONSIDER**

Complete this section for lead workers only. While lead workers are often in their leadership position because of exemplary knowledge, abilities, and skills doing the work overseen, lead work also requires the ability to get work done through others. Only rate those dimensions which occurred during the evaluation period.

Leadership Planning, scheduling, organizing and coordinating the work of others; creating a positive work environment.

Training/Orientation Quality and quantity of training afforded to subordinates;

appropriate orientation of new employees.

Safety & Health Safety of work areas; quality and quantity of safety training provided; number, timeliness and quality of inspections held; quantity and type of resolutions of problem areas.

Delegation of Work Appropriate work delegated; provision of necessary resources; appropriate authority delegated to carry out assigned tasks; oversight of work delegated.

Employee Relations Effective communication with and equitable treatment of employees.

**PROBATIONARY DIMENSIONS**

Complete this section for probationary employees only. The probationary period is an extension of the hiring process, a chance for the Evaluator to look for evidence that minimum qualifications are present and being applied, a time to test the employee’s knowledge, abilities and skill levels, and for the new employee to utilize those same skills in a “live working environment”. Use this section to rate the job knowledge, ability and skill level evidenced.

**PART I - EMPLOYEE AND WORK DIMENSIONS NARRATIVE**

Provide a narrative to support the rating given for “Employee Dimensions” and “Work Dimensions”.

**PART II - GOAL-BASED PERFORMANCE REVIEW**

List the three major goals and objectives established during the last evaluation (or discussed with and documented for the employee) and rate and comment on the progress in meeting each. Goals and objectives must be clearly stated and directly related to the employee’s job description. Evaluator goals are to be communicated early in the evaluation period and at regular intervals throughout. A lack of goals having been set prior to the evaluation should also be indicated in the spaced provided.

**PART III - OVERALL RATING**

Give an overall rating based on the employee’s performance as a whole, not an average score of the ratings given. In cases of an overall performance rating of ‘Below Expectations’ or ‘Unacceptable’, University Personnel must be consulted prior to presenting the evaluation to the employee. **Only one overall rating may be identified.**

**PART IV – PLANNING & DEVELOPMENT**

Connect employee performance with organizational, divisional, and departmental goals. These managerial targets provide benchmarks to measure employee performance and coordinate efforts, assuring everyone is contributing to the greater strategy and mission. List three major goals and objectives that will be the basis for the next evaluation. These may also reflect specific actions to be taken to improve areas identified during this evaluation period as needing improvement. List recommended additional training, education, or certification (workshops, in-service training, classes, etc.)

**PART VI – EMPLOYEE COMMENTS (OPTIONAL)**

Employee comments are optional, at the discretion of the employee.

**PART V – RECOMMENDATION FOR REGULAR APPOINTMENT (PROBATIONARY EMPLOYEES ONLY)**

A recommendation regarding regular appointment is required on the final probationary evaluation for a non-temporary, probationary employee. Final evaluations are required no later than the end of the eleventh month of the probationary period.

**PART VI – SIGNATURES**

**Appropriate Administrator Signature:**

**The signature of the Evaluator’s MPP Administrator is obtained prior to giving the final**

**Performance Evaluation to the employee.** Remember to also enter the name of the signer.

**Employee Signature:**

After discussing the final Performance Evaluation with the employee, have him/her sign the evaluation. If the employee prefers not to sign, the Evaluator should convey to the employee that signing does not reflect total agreement with the evaluation, but rather acknowledgement that the employee has been counseled and has seen the evaluation documentation. If the employee refuses to sign the evaluation, the Evaluator should write “employee refused to sign” followed by the Evaluator’s initials on the employee signature line.

**Evaluator/Supervisor Signature:**

The Evaluator must sign the Performance Evaluation and enter his/her name.

**COMPLETING THE PROCESS**

**All Performance Evaluations and Self Evaluations must be signed and returned to the University Personnel office for placement in the personnel file. Annual Performance Evaluations are due in University Personnel no later than June 30th.**