



Policy HR 9.1 Employee Performance Evaluation Program

Adopted by the Library Board of Trustees: 01/24/2013

The continued success of the Library is directly related to the effectiveness and continued development of the staff. It is the policy of the Library to provide a program to annually appraise the performance of employees in writing and in accordance with defined, job-related criteria. NOLS is committed to maintaining a partnership with its employees based on strong communication. This partnership is demonstrated in the performance evaluation process by giving employees a voice in their own performance evaluations. Employees are encouraged to complete self-evaluations, which become part of the official evaluation document. Employees are also encouraged to assess their own success in achieving their annual work plan goals, and to propose work plan elements for the upcoming evaluation period. Supervisors take into account all of the information that employees provide as part of their self-evaluations and work plans. A performance evaluation is not considered complete until the supervisor and employee have held a conference to discuss the evaluation and the evaluation documents are signed by the supervisor and employee and submitted to the Administration Department.

If an employee is eligible for a step increase, a satisfactory evaluation must be completed and filed prior to the employee's anniversary date. Failure to complete the evaluation on time may jeopardize the timely implementation of the employee's step increase.

1. Performance evaluation for new employees

The work performance of a new regular employee and existing employees who have been placed on probation because of a promotion shall be evaluated by the supervisor during the sixth month of continuous employment. Shelters, On-call employees and other employees who work fewer than 22.5 hours per week will generally not be evaluated at the six-month point.

The six-month performance appraisal introduces the new employee to the Performance Evaluation Program and provides an initial evaluation of the staff member's progress and overall level of performance since the date of hire. It determines whether the employee is released from probationary status and it provides the employee with an evaluation of his/her work performance prior to attaining regular employment status. It also provides an opportunity for the supervisor and employee to develop the first annual work plan.

2. Performance evaluation for regular employees

In the month prior to the employee's anniversary date, the supervisor shall annually appraise the work performance of a regular employee to provide clear feedback on his or her performance and to any guidance needed to improve performance where needed.

3. Performance evaluation forms

Performance evaluation forms provide defined performance factors to ensure that all employees are evaluated according to the same criteria and to ensure continuity for subsequent performance appraisals. The employee is given the opportunity to evaluate him or herself according to the same criteria considered by the supervisor. The supervisor gives consideration to the employee's self-evaluation in writing the supervisory appraisal, and the employee's self-evaluation becomes part of the final evaluation document.

4. Work plans

As part of the performance evaluation process the employee and supervisor jointly prepare an annual work plan for the employee. A work plan provides a vehicle for setting performance goals, completing projects and attaining professional development objectives. Work plans do not cover basic, routine or ongoing job responsibilities. Rather, they identify specific, measurable performance and training objectives to be met over the upcoming 12-month period. The supervisor and employee each develop a work plan for the employee and as part of the evaluation conference, they agree upon the objectives to be included in the work plan for the next 12-month period. The performance evaluation process also calls for the supervisor and employee to individually evaluate, in writing, the employee's success in attaining the work plan for that evaluation period.

5. Performance evaluation process

The supervisor is responsible for writing an evaluation that clearly describes the employee's performance during the evaluation period and recognizes the employee's strengths and achievements. The supervisor's evaluation shall include information based in part on periods of direct observation of the employee (i.e. employee leading a program, interacting with a customer, operating NOLS equipment etc.). The evaluation will take into consideration the quality and quantity of work completed or produced during the evaluation period. The supervisor may also include observations by others referencing demonstrations of positive and/or negative performance by the employee.

The evaluation must also clearly describe any performance areas that require improvement, include examples of problem performance areas, and provide suggestions for how the employee can implement improvements in those areas. Problem performance areas should be investigated by the supervisor and observed when possible by the supervisor. Problem performance issues should be dealt with at the time they occur. If after initial correction the problem ceased to occur, then it should not be part of the evaluation except to note that the employee responded to feedback and improved. Any problem performance areas that appear in the evaluation document must have been previously discussed between the supervisor and employee.

In general, the steps followed in completing a performance evaluation are:

- a. The employee completes his/her self-evaluation and evaluation of his/her annual work plan, and proposes work plan items for the upcoming twelve (12) months, and submits the material to his/her supervisor.

- b. The supervisor writes the evaluation and an assessment of the employee's success in achieving his/her work plan, and proposes a work plan for the upcoming twelve (12) months.
- c. The supervisor submits the draft supervisory evaluation to the Library Director or designee for review. Performance evaluation forms must be approved by the Library Director or designee prior to the supervisor/employee conference. Evaluation forms are reviewed to ensure consistent appraisal standards have been applied throughout the Library and that those standards are reasonable and desirable.
- d. A private conference is arranged by the supervisor so that the supervisor and employee can discuss the evaluation and jointly determine the work plan for the upcoming evaluation period.
- e. At the conclusion of the conference the employee and supervisor sign the evaluation and work plan forms.
- f. The supervisor submits the completed evaluation packet to the Library Director for his/her signature. The evaluation then goes to Administrative Operations staff, who make a copy for the employee and files the original in the employee's personnel file.

Employees are encouraged to sign the performance evaluation document at the conclusion of the evaluation conference. Signing the evaluation does not mean the employee agrees with everything stated in the evaluation. An evaluation is still considered complete even without the employee's signature. Employees may submit written comments pertaining to the performance evaluation at any time. The employee's written comments will be attached to the evaluation form and will become a part of that document.

The performance evaluation form for Shelves, On-call employees and other employees working fewer than 22.5 hours per week is shorter and simpler than that for regular employees, requiring less narrative on the part of the supervisor.

6. Special performance evaluation conditions

If an employee has remained in the same classification during an appraisal period but has reported to more than one supervisor during that period, whenever possible the current supervisor shall solicit input to the evaluation from the previous supervisor(s). The performance evaluation conference shall be conducted by the employee's present supervisor.

Special evaluations may be initiated by a supervisor between normally scheduled evaluations to either acknowledge exceptional performance or to initiate a formal process to help the employee address serious job performance problems. Special evaluations must be approved by the Library Director or designee before they are presented to and discussed with the employee.

7. Administration

The Library Director is responsible for the administration of this policy.