

CSUB FOUNDATION

Performance Evaluations

Purpose:

To motivate employees, assess job performance and progress, communicate expected standards of performance, and discuss future objectives and goals; to establish procedures for completing an Employee Performance Evaluation Form, conducting a performance evaluation review and processing the evaluation.

Policy:

It is the policy of the CSUB Foundation that the job performance of each employee should be evaluated periodically by the employee's supervisor. Performance evaluations are a management tool and an important part of CSUB Foundation's Compensation program. They provide an objective, consistent, and fair way to gauge each employee's on-the-job effectiveness. The evaluation process should inform employees of their employment standing and communicate expected standards of performance. This is an opportunity for an open discussion between supervisor and employee in terms of all aspects of job performance. The purpose of this discussion is for the supervisor or rater to let employees know how well they are performing and to address any problem areas. It is also used to discuss work standards, areas where improvement is needed, performance improvement plans, goals, career development potential and additional opportunities.

Procedure:

Performance evaluations will normally be prepared by the employee's immediate supervisor on the Employee Performance Evaluation forms. Adequate time for the conference/evaluation between the rater and employee being rated should be scheduled, as this is the most important aspect of the rating process. Raters must take into account and cover the entire evaluation period. Raters should always discuss an employee's rating and overall performance evaluation with his/her supervisor prior to a discussion with the employee being rated. During the performance evaluation with the employee being rated, the rater should be able to articulate the reasons for the ratings and the employee should feel free to express his/her opinions about the ratings.

When are Performance Evaluations Required?

Performance evaluations will be conducted periodically as follows by the appropriate employees:

1. Introductory and long, term temporary employees shall be given a written performance evaluation upon completing six months of service.
2. Regular employees will be rated at least annually, every July 1st.
3. After the first year of employment the employee will be rated annually on July 1st.

If the employee's work assignment changes, the performance responsibilities may be shared by two supervisors based on the amount of time each supervised the employee.

If an employee promotes or takes a new position within the Foundation, their performance evaluation date will change for the purpose of rating, to reflect the date of promotion or job change. In addition, they shall serve in an introductory period for their new position.

Performance Factors to be Considered in Evaluations:

When evaluating employees supervisors should consider factors, such as: experience and training, job description, and attainment of previously set goals and objectives. Other factors to be considered, but not limited to, include knowledge of the job, quantity and quality of work, promptness in completing assignments, cooperation, initiative, reliability, attendance, judgment, conduct, and acceptance of responsibility.

Definition of Performance Rating Standards

Each performance factor that is evaluated can be rated as Excellent, Above Standard, Standard, Needs Improvement, or Unsatisfactory. Raters need to ensure that employees are rated in accordance with the same standard, in doing so, please use the following definitions as a guide in evaluating employees:

Excellent - Genuine outstanding performance is all you can possibly expect for the area described. It is performance that conspicuously stands out. It is performance that is uncommon.

Above Standard – is the level of performance better than that expected of a fully competent employee and beyond that which is required for the position. It is performance that consistently exceeds beyond the standard or minimum requirements of the position in a majority of all performance factors.

Standard – is the performance expected of a fully competent employee. It means thoroughly satisfactory and meeting standards required for the position. It is performance that can be reasonably expected in the position or that consistently meets expectations or standards for the position or performance factor(s) being rated.

Improvement Needed – is the level of performance that is below or less than expected of a fully competent employee after a reasonable period of time and training. It is performance that meets some of the minimum requirements of the position but improvement is necessary. It is performance that is less than expected, less than the standard and which must improve. Any rating of “needs improvement” shall be thoroughly discussed with the employee and serious effort is needed to improve performance factor(s).

Unsatisfactory – is the level of performance definitely inferior to the standards for the position. This rating is to be used when an employee clearly fails to meet the minimum requirements of the area being appraised. It is very inadequate or undesirable performance. This rating is to be used when an employee clearly fails to meet the minimum requirements for the position or performance factor(s) being rated. Performance at this level cannot be tolerated or allowed to be continued and disciplinary action may be warranted. A performance improvement plan shall be developed and discussed with the employee and significant improvement is necessary.

Performance Evaluation Process

In conjunction with established time lines, the supervisor most directly involved with the supervision of the employee should be the rater and prepare the performance evaluation form to evaluate each employee's job performance, which is reviewed by the rater's supervisor to assure the evaluation function has been properly completed in as fair and objective a manner as possible. Depending on the supervisory level, appropriate Administrators/Managers may review each supervisor's evaluation. The evaluation should include the supervisor's comments and recommendations, an action plan for both the employee and supervisor, and performance goals for the next evaluation period.

Review of Evaluation Form

The Employee Performance Evaluation Form shall be reviewed by the rater's supervisor prior to the performance evaluation review conducted by the rater with the employee. If a rater's supervisor changes any item or narrative on the evaluation, they must initial that change and offer rationale for the rating of any changes. If the rater does not agree with the change(s) made by their supervisor, this must be resolved by the appropriate Manager and/or Administrator.

Evaluation Review with Employee

After written performance evaluation has been reviewed by the appropriate rater's supervisor, the supervisor (rater) and the employee should meet and discuss the evaluation, assess the employee's strengths and weaknesses in a constructive manner, and set objectives and goals for the period ahead. The employee should be given the opportunity to examine the evaluation and make written comments about any aspect of it. The evaluation is signed by the supervisor and employee and then forwarded to the appropriate reviewer for review and signature. The evaluation is forwarded to the Human Resources Department for review and inclusion in the employee's personnel file. A copy of the evaluation shall be forwarded to the employee. If a salary increase is associated with the performance evaluation, the approval shall accompany the performance evaluation.

Employee Disagreement with Evaluation

The employee is given the opportunity to comment and respond, in writing, on the performance evaluation within five (5) days of receipt of the performance evaluation. The response will be attached to the performance evaluation and included in the employee's personnel file.

Effects of Performance Evaluations

Performance Evaluations may serve as a basis for promotions, salary adjustments/increases, demotion, suspensions, or termination and will become a part of the employee's personnel file.

If the overall performance evaluation of an employee is Unsatisfactory or Needs Improvement, the employee will not be eligible for a salary increase. A performance improvement plan shall be developed by the employee's supervisor, and the employee will be reviewed again as specified. If no improvement is shown, the employee will be subject to disciplinary action up to and including termination.

The employee performance evaluation should be considered an on-going process that never ends.