

## **ARIZONA WESTERN COLLEGE CLASSIFIED EMPLOYEE APPRAISAL PROCEDURE**

January, 1993

### **PURPOSE OF THE PERFORMANCE APPRAISAL**

The performance appraisal process is a formal document of communication, understandings, expectations and recommendations between the employer and the employee, based on the employee's performance during the previous calendar year.

In accordance with Arizona Western College District Governing Board Policy 440, pertaining to Employee Evaluation, the following procedures will be used for the evaluation of all classified personnel.

Performance appraisal at Arizona Western College is meant to:

- Assess the performance of assigned duties.
- Promote discussion between the employee and the supervisor regarding current job responsibilities.
- Assist the employee in developing additional knowledge, skills, and abilities for job advancement.
- Document less than satisfactory job performance for possible disciplinary or termination action and, when reasonably possible, establish a scheduled plan of improvement.
- Promote personal development.

### **DEFINITION OF TERMS**

**CONTINUING CLASSIFIED EMPLOYEE.** An employee whose job title appears on the Classified Salary Schedule, who works a minimum of 37 hours per week on a continuing basis, and who has successfully passed two performance appraisals.

**PROBATIONARY CLASSIFIED EMPLOYEE.** A new employee who has not successfully passed two performance appraisals. **NOTE:** All new employees are on probation for a minimum period of six months from the date of employment.

**DISCIPLINARY PROBATIONARY CONTINUING EMPLOYEE.** A continuing employee who has received an unsatisfactory performance appraisal.

**PERFORMANCE APPRAISAL.** The ongoing process of assessing an employee's performance of assigned duties and responsibilities.

**IMMEDIATE SUPERVISOR.** The person to whom the employee directly reports, who assigns work, and who conducts the performance appraisal.



**POSITION DESCRIPTION.** The official description of the duties for which an employee is responsible.

**APPRAISAL/PLANNING SESSION.** The conference between the employee and the supervisor to discuss the employee's job performance, to plan for the future, and to prepare the Performance Appraisal document.

**CLASSIFIED PERFORMANCE APPRAISAL FORM.** The form supplied by Personnel which is used to review and document employee performance.

**ADDITIONAL PROCESSES OF REVIEW.** The processes available to either the supervisor or the employee for resolving differences concerning the appraisal.

**GRIEVANCE PROCEDURE.** The process to settle disputes involving alleged violation or misinterpretation of any College policy or procedure.

**EMPLOYEE SERVICE APPRAISAL FORM.** The form supplied by Personnel used for employee appraisal by others having direct knowledge of performance through daily contact.

## **AREAS OF APPRAISAL/PLANNING**

The appraisal document is divided into several categories, each designed to evaluate a specific job function.

- I. Technical Skills
- II. Public Relations Skills
- III. Telephone Skills (if applicable)
- IV. Teamwork --In the Department, Between Departments
- V. Extent to Which Areas Needing Improvement Have Been Addressed
- VI. Discussion of Goals (optional)
- VII. Employee Service Appraisal: Extent to Which Employee Serves Needs of Individuals in Other Departments (optional)



## **RATING DEFINITIONS**

5. **OUTSTANDING PERFORMANCE**  
Performance is truly exceptional in all aspects of the job.
4. **MORE THAN ACCEPTABLE**  
Performance consistently exceeds job requirements. (Used for those employees who are achieving greater than anticipated results and are making an easily recognizable contribution to the organization.)
3. **MEETS REQUIREMENTS**  
Performance is consistent with job requirements. (Employee is performing satisfactorily in all aspects of the job. Meets expectations.)
2. **PERFORMANCE NEEDS IMPROVEMENT**  
Performance does not consistently meet job requirements. (Certain areas of employee's work require improvement before this performance can be judged acceptable.)
1. **UNACCEPTABLE PERFORMANCE**  
Performance does not meet job requirements and is unacceptable.

## **WHO CONDUCTS THE PERFORMANCE APPRAISAL**

Performance appraisals are conducted by the immediate supervisor and passed through the recognized chain of command for review, with a final review by the appropriate Vice President.

## **WHEN TO CONDUCT THE PERFORMANCE APPRAISAL**

**CONTINUING CLASSIFIED EMPLOYEES.** All continuing classified employees will be evaluated for the preceding calendar year on the anniversary of their hire date. Within one month following the employment anniversary date the completed performance appraisal documents will be submitted to personnel in their final form. Additional current appraisals may be conducted at the request of either the employee or the supervisor at any time.

**PROBATIONARY CLASSIFIED EMPLOYEES.** New employees shall be considered temporary and on probation for a minimum period of six months from the date of initial employment. Prior to or at the end of the third month and prior to or at the end of the sixth month of employment, the performance of each employee will be evaluated by the immediate supervisor using the official performance appraisal document.

**DISCIPLINARY PROBATIONARY CONTINUING EMPLOYEES.** Employees who receive an unsatisfactory rating are automatically placed on disciplinary probationary status and will be evaluated using the procedure outlined in **UNSATISFACTORY PERFORMANCE RATINGS** (page 4).



## PROCESS FOR APPRAISAL/PLANNING

**Personnel** distributes a copy of the performance appraisal form and the position description to each employee and to the employee's supervisor one month prior to the employee's employment anniversary date or at any time at the request of the employee or the supervisor.

**NOTE:** Employee and supervisor review the position description to ensure accuracy. In case of discrepancies the College procedure for updating position descriptions will be followed.

**Employee and Supervisor EACH** prepare a draft copy of the performance appraisal form **CIRCLING** the numbers which best describe the work performance and retaining the completed form for the appraisal/planning session. **NOTE:** Draw a line through the item for any section(s) which do(es) not apply.

**Supervisor** schedules time with the employee for the appraisal/planning session, allowing sufficient time for thorough review: thirty minutes to one hour.

**Employee and Supervisor** meet for the appraisal/planning session using rough drafts mentioned above and the optional Employee Service Appraisal Form (see page 4 ) and prepare final appraisal together.

**Supervisor** finalizes appraisal and signs to indicate completion of this step in the process and then forwards the appraisal to the employee for signature, allowing the employee sufficient time to review the document. (Suggested time: five (5) working days)

**Employee** acknowledges review of the contents by signing the document and returns the form to the supervisor who forwards the document up the chain of command to the appropriate Vice President .

**Vice President** reviews, signs the rating form within 10 days of receipt, and forwards to Personnel for inclusion in the personnel file. Upon receipt of the appraisal form, Personnel will forward a copy of the completed document to the employee.

**Further** processes pertaining to unresolved differences are available. (See page 6, UNRESOLVED DIFFERENCES)

## EMPLOYEE SERVICE APPRAISAL FORM

The Employee Service Appraisal form is optional and designed for use by the employee to elicit information from peers and/or others having direct knowledge of the employee's work performance for the purpose of, 1) self evaluation and/or, 2) at the employee's discretion, to be included as additional documentation in support of the performance appraisal.



Two Employee Service Appraisal forms are included in the employee appraisal packet and additional forms may be obtained at any time from Personnel. At the discretion of the employee, forms are distributed to persons having direct knowledge of work performance with instructions to complete and return the form directly to the employee.

## PERFORMANCE APPRAISAL RATINGS

### SATISFACTORY PERFORMANCE

#### CONTINUING CLASSIFIED EMPLOYEE

An overall **Satisfactory** performance rating requires no further action by the employee or the supervisor.

#### PROBATIONARY CLASSIFIED EMPLOYEE

An overall **Satisfactory** performance rating prior to or at the end of three (3) months and six (6) months results in the employee becoming a Continuing Classified Employee, unless terminated at any time during the probationary period or at the end of the probationary period.

#### DISCIPLINARY PROBATIONARY CONTINUING EMPLOYEE

An overall **Satisfactory** performance rating following the disciplinary probationary status results in the employee again achieving the status of Continuing Classified Employee.

### UNSATISFACTORY PERFORMANCE

#### CONTINUING CLASSIFIED EMPLOYEE

Two unacceptable performance ratings within the performance appraisal document result in automatic **overall Unsatisfactory Performance** and places the Continuing Classified Employee on Disciplinary Probationary status. When an **overall Unsatisfactory Performance** rating occurs the immediate supervisor will confer with the Director of Personnel and/or the next immediate supervisor and will:

- notify the employee that the employee's performance must improve in order to continue employment with the College;

- prepare a written plan of improvement with the employee and establish times for further evaluation;

- provide a copy of the improvement plan to the employee within three (3) working days from the time of the appraisal/planning session.



If the **Unsatisfactory Performance** has not been corrected at the end of thirty (30) calendar days, the supervisor may recommend further review, not to exceed an additional thirty (30) calendar days, or termination.

### **PROBATIONARY CLASSIFIED EMPLOYEE**

Overall **Unsatisfactory Performance** ratings at any time during the three (3) or the six (6) month probationary period may result in termination. Probationary Classified Employees do not have recourse to the grievance procedure.

### **UNRESOLVED DIFFERENCES (RESOLUTION OF DISPUTES)**

Three processes for solving differences of opinion are available.

1. Additional comments from the employee may be noted on a separate sheet attached to the appraisal document.
2. A further process of informal review may be requested by either party.

An employee may initiate this review by signing the appropriate line on the signature page and by notifying the Director of Personnel of a desire for review of the appraisal.

The Director of Personnel will schedule a meeting and provide appropriate materials to each party concerned prior to the meeting.

The employee, one employee "advocate" chosen by the employee, the supervisor, the supervisor's supervisor, and the Director of Personnel, acting as a facilitator, attempt to reach resolution.

If resolution is reached an amended performance appraisal form will be prepared for signatures.

If resolution is not reached, the supervisor's appraisal is binding. At this time, under conditions noted below, a formal grievance may be initiated by the employee.

3. A formal grievance may be filed by the employee if the employee feels that Arizona Western College performance appraisal procedures or personnel procedures have been violated or if alleged discrimination has occurred on the basis of race, color, religion, sex, age, national origin, or disability.