

CONFIDENTIAL EMPLOYEE EVALUATION

EMPLOYEE EVALUATED

TITLE

EVALUATOR

TITLE

Note: This is a tool for recognition and/or improvement, a constructive process to assist the manager and the employee to ensure overall job objectives are met.

A. DEFINITIONS FOR PERFORMANCE LEVEL DEGREES:

- 3 = Performance is above standard, showing consistent and important contributions which exceed expectations. Assigned more difficult tasks considered **above average** in complexity.
- 2 = Performance **meets expectations** and shows satisfactory attainment of the principal objectives. Tasks assigned are typical/average in level of difficulty.
- 1 = Performance has not reached satisfactory level and is **below average**; needs improvement. Assigned routine tasks; assignments require detailed checking. (Evaluator must provide suggestions, solutions, and corrective actions to employee.)

N/A = Unable to rate performance at this time: _____

B. PERFORMANCE CRITERIA

(Highest Lowest)

PERFORMANCE LEVELS	3	2	1	N/A
1. Has thorough knowledge in area of expertise/assignment.				
2. Demonstrates effective time management; completes assignments on time/meets multiple deadlines.				
3. Demonstrates decisiveness and uses good judgment.				
4. Takes initiative in accomplishing departmental goals.				
5. Demonstrates creativity in problem solving.				
6. Demonstrates effective communication skills.				
7. Displays willingness to pursue professional growth opportunities and flexibility to new ideas & procedures responsibility.				
8. Demonstrates integrity.				
9. Functions effectively as a team member.				
10. Has effective working relationships with all levels of personnel.				

OVERALL EVALUATION

- ABOVE AVERAGE*
- SATISFACTORY
- NEEDS IMPROVEMENT*

*Comments required in Section C.

C. PERFORMANCE LEVELS 1 & 3 REQUIRE COMMENTS:

Comments for Level 1: (Please offer suggestions for improvement)

Comments for Level 3:

(ATTACH ADDITIONAL SHEETS IF NECESSARY)

D. RECOMMENDATION:

- Overall rating above standard performance criteria
- Overall rating meets performance criteria
- For evaluation purposes only
- Probationary Employee: For evaluation purposes only
- Performance needs improvement; re-evaluate in six months

Immediate Supervisor or Evaluator

Date

- I support the above recommendation
- I do not support the above recommendation

Department Manager

Date

- I support the above recommendation
- I do not support the above recommendation

Cabinet Level Manager

Date

E. ACKNOWLEDGEMENT:

I have discussed this Evaluation with my supervisor and have retained a copy. I understand that my signature does not necessarily indicate that I am in agreement with the rating but is merely an acknowledgement that the discussion has taken place.

Employee Signature

Date Evaluation Signed

F. APPEAL:

Within ten (10) workdays upon receipt of this Evaluation, Confidential employees may submit a written response to the Evaluation. Response must be submitted to the employee's immediate supervisor and shall be included with the Evaluation when Appeal is desired and shall also be attached to the Evaluation and maintained in the office of record.

Appeal of Evaluation desired: Yes No

Appealed Evaluation was reviewed and discussed with employee:

Signature of "Next Level" Manager

Title

Date

1 copy maintained by Cabinet Level Manager

1 copy retained by employee

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PERFORMANCE CRITERIA EXAMPLES**

1. Has thorough knowledge in area of expertise/assignment.

Above average: Has thorough knowledge to perform independently; if called upon, can instruct others and answer questions; is sought out as an expert to give advice.

Satisfactory: Has sufficient knowledge in area of expertise to perform with minimal guidance; seeks instruction/information in “weak” or unfamiliar areas in order to accomplish tasks.

Needs improvement: Requires instruction/guidance to perform all but basic tasks; has to be instructed repeatedly on same/similar/related tasks; does not independently seek information to increase knowledge to perform tasks.

2. Demonstrates effective time management; completes assignments on time/meets multiple deadlines.

Above average: Consistently completes multiple, complex projects on time or ahead of time; uses long and short-term plans; can prioritize with input from management.

Satisfactory: Has a good understanding of time requirements and completes projects on time; uses a calendar.

Needs improvement: Rarely completes projects on schedule; fails to plan to meet deadlines; procrastinates on assignments and/or ignores deadlines; is only able to work on one project at a time.

3. Demonstrates decisiveness and uses good judgment.

Above average: Consistently makes sound decisions by actively seeking input from parties involved; goes “the extra mile” to obtain data; anticipates problems; is realistic about constraints.

Satisfactory: Seeks pertinent information and considers various options/viewpoints; appropriately refers to manager only those decisions which require higher level action; bases decisions on analysis of information available.

Needs improvement: Procrastinates; inappropriately defers decisions to others; fails to collect supporting data.

4. Takes initiative in accomplishing departmental goals.

Above average: Actively seeks input from management on departmental goals; sets individual priorities in concert with departmental goals; to the extent possible, focuses efforts and resources to achieve these goals; keeps management apprised on progress toward goals.

Satisfactory: Pursues department goals as identified by management; identifies barriers to accomplishing goals and suggests solutions.

Needs improvement: Consistently unaware of department goals and priorities; relies on others to set goals; must be prodded to perform.

5. Demonstrates creativity in problem solving and flexibility to new ideas and procedures.

Above average: Considers nontraditional solutions; looks for ways to increase efficiency and effectiveness; is able to spot potential problems and offer a variety of possible solutions; seeks input from outside the organization; willingly moves on to new ideas when proposed “solution” doesn’t work.

Satisfactory: Able to identify, define and resolve problems; solicits input from relevant parties; involves others; uses a variety of problem-solving techniques.

Needs improvement: Unable to identify, define and resolve problems; unwilling to try new ideas or job techniques; inflexible when “solution” doesn’t work; unwilling to admit failure and try someone else’s ideas.

6. Demonstrates effective communication skills.

- Above average: Adapts smoothly in communicating with persons of various educational levels and job classifications; can explain an issue from more than one perspective; uses a varied vocabulary; can summarize well.
- Satisfactory: Can speak coherently and concisely within regular scope of job; seeks clarification from others as needed and supplies it as requested; effectively uses jargon/technical language; provides all pertinent information; gets to the point.
- Needs improvement: Is often misunderstood; fails to seek clarification from others; is often defensive or argumentative; uses jargon heavily when talking with people outside area of expertise; relies on “filler phrases” such as “you know.”

7. Displays willingness to pursue professional growth opportunities.

- Above average: Researches new techniques; embraces opportunities to try new ideas/techniques; seeks out training and seminars; reads books, journals, and manuals to increase knowledge.
- Satisfactory: Attends relevant staff development seminars; asks questions of more experienced persons; makes use of opportunities to stay current in field.
- Need improvement: Shuns opportunities to enhance work methods or attitude.

8. Demonstrates integrity.

- Above average: Is loyal, honest and fair, particularly when it would be easier to be otherwise; goes the “extra mile” to inspire others; stands up for the “little guy.”
- Satisfactory: Accepts responsibility; consistently follows through on commitments; is truthful and trustworthy.
- Needs improvement: Fails to fulfill commitments; lies; avoids accountability; promotes self, particularly at expense of others.

9. Functions effectively as a team member.

- Above average: Consistently and eagerly participates in team discussions; suggests ways to share workload based on abilities/talents; places welfare of team and the solutions of problems over self interests.
- Satisfactory: Shares recognition; listens well; admits mistakes; participates in team discussions to share information or problem solve; keeps relevant team members informed; seeks input from team members.
- Needs improvement: Is competitive at the expense of the team; takes all the credit; discourages or denigrates input from others; lets others carry the load; rarely participates in sharing of information or problem-solving sessions.

10. Has effective work relationships with all levels of personnel.

- Above average: Especially adept at establishing and maintaining productive working relationships.
- Satisfactory: Treats everyone with respect and fairness, irrespective of job classification; seeks rapport.
- Needs improvement: Treats people differently based on job classification; consistently displays negative attitude; people avoid working with this person.

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RATER GUIDELINES FOR A.C.E. EVALUATIONS

Introduction

This is a formal appraisal vehicle that is intended to provide uniformity across job classifications of a level of performance for ACE members that is akin to that of supervisors, but at a level of lesser responsibility than managers.

Because of the unusually varied nature of ACE job descriptions, it would be impractical and unfair to try to assign *task*-related performance criteria. Rather, the criteria in this appraisal reflect job style and effectiveness. For each performance criterion, there are examples of some behaviors that demonstrate performance that is “above average,” “satisfactory” and “needs improvement.”

One thing that must be emphasized at this point, to both the evaluator and the ACE employee, is that *there is nothing wrong with a “satisfactory” rating. “Satisfactory” means that the employee is doing the job he/she was hired to do.*

This appraisal has been designed as a vehicle for positive interaction between manager and ACE member. It is expected that you will also regularly discuss with your ACE employee your expectations for his/her performance.

Any substandard rating (“needs improvement”) here **MUST** be accompanied by your comment of what, in your eyes, would elevate that employee’s performance to satisfactory or higher. An overall rating of above average also requires elaboration.

Preparation

Before embarking on an evaluation, please ...

- Review the job classification for the employee.
- Consider the focus you have requested the employee to take.
- Keep the appraisal job-centered.
- Rate according to day-by-day performance.
- Rate for the appraisal period only.
- Consider the employee’s present duties only.
- Make your own judgments; consider impressions from others only as they apply to selected criteria (such as “ability to communicate with others”).
- Consider performance, not personality.
- Encourage improvement; recognize achievement.

Review

Complete the evaluation in private. When you schedule time to share the evaluation with the employee, please consider the following:

- Set aside plenty of time so you are not rushed.
- Choose a private setting.
- Be in a good frame of mind, not upset or angry, even if about something unrelated to the employee.
- Compliment the employee on what he/she is doing well.
- Make comments constructive; avoid criticisms that do not offer solutions.
- Talk about specific actions or behaviors, not impressions and inferences.
- Ask employee for his/her suggestions for improvement; be an active listener.
- Maintain objectivity.
- Do not try to change attitudes; concentrate on job-related behaviors.
- Be respectful: Neither of you gains anything by trying to prove the other is wrong.
- As needed to boost “needs improvement” ratings, set clear goals/steps for employee and schedule a follow-up session.