



Staff Evaluation Procedure

ERATOSTHENES Centre of Excellence

EXCELLENCE RESEARCH CENTRE FOR EARTH SURVEILLANCE &
SPACE-BASED MONITORING OF THE ENVIRONMENT



ERATOSTHENES CENTRE OF EXCELLENCE

STAFF EVALUATION PROCEDURE

1. Purpose of this Manual

The purpose of this manual is to provide a reference guide for supervisors on evaluating ECoE employees' performance. The approach to performance evaluation described in this manual will assist supervisors in evaluating the performance of their employees by providing both specific performance objectives and standards. These objectives and standards will ensure that all employees are aware of the performance standards which apply to each of their jobs but it also aims at promoting communication and providing feedback about job performance, to facilitating better working relationships, to providing an historical record of performance and to contributing to professional development and growth.

2. Purposes of a Performance Evaluation System

- To ensure open and truthful communication between supervisors and employees regarding their responsibilities, prospects, performance standards and goals.
- To provide the opportunity to review the period of evaluation and to discuss both positive and negative aspects of employee performance and to acknowledge praiseworthy performance.
- To improve overall job satisfaction and in turn performance with subsequent improvement of unit and institutional effectiveness.
- To encourage employees to identify issues of concern, put forth new ideas, and assist in goal setting for themselves, the unit, and the institution.
- To allow the supervisor and the employee to discuss opportunities for growth and recognize training needs.

A quality performance evaluation places considerable responsibility upon the supervisor. Evaluation requires continuous observation, analysis of employee actions, and first-hand knowledge of the employee and his/her work habits. Performance evaluation must be viewed as a continuous process and not a remote event with frequent feedback and observation, all culminating in the formal performance review.

3. Who Will Do the Evaluating?

The immediate supervisor is responsible for completion and submission of the performance evaluation of his/her subordinates. The next level of supervision will review and approve the evaluation.

4. The Procedure

It is paramount for the supervisor to engage in the performance review conversation with the employee before submitting the evaluation for approval to the next level of supervision, so that the employee and supervisor have an opportunity to exchange information. Although the supervisor may have documented employees' performance during the year, there may be additional items the supervisor has not considered.

5. Frequency of Formal Evaluations

Informal performance evaluations occur on an almost daily basis for most employees. Every time a supervisor communicates with an employee regarding his/her work, an informal evaluation has occurred. In order to improve the quality and quantity of the information being used to rate the employee, supervisors should maintain performance year-long documentation on the employee. This documentation should include information indicating tasks or projects performed and examples demonstrating performance deficiencies (i.e. email communications, notes/letters from customers, peers, managers, etc., summaries of interactions and incidents).

Formal evaluations refer to those times when a written performance evaluation is produced and reviewed with the employee. ECoE formal reviews are conducted annually. Some divisions/departments may choose to conduct formal reviews more often but this is discretionary to the supervisor.

6. Core Performance Values

The core performance values are the core competencies required of all ECoE employees regardless of their position:

1. **Mission** - Integrates the shared values for the common good: competence, conscience, compassion, community and commitment into work; integrates the standards of conduct that promote the common good within the work unit; treats others with respect; courteousness; honesty and empathy; participates and facilitates the participation of others in service-related activities.
2. **Teamwork & Partnership** - Reports to work regularly, on time and is accountable during the workday; cooperates and interacts with employees inside/outside the work unit contributing to improved operations; demonstrates self-control; aligns individual efforts with team goals.
3. **Communication** - Represents ECoE in a professional manner relating to all verbal, nonverbal, and written communication; demonstrates good listening skills; conveys information clearly and concisely; uses proper grammar, correct spelling, and proper tone in all written and verbal communication.
4. **Technical Skills & Knowledge** - Applies knowledge, skills, and mastery of job processes to achieve results; continuously develops and advances technical capabilities.
5. **Quality & Productivity** - Delivers products and services with little or no rework required; strives for continuous quality improvements; uses time and resources effectively and efficiently; produces value added contributions.
6. **Problem Solving** - Interprets data from various sources; generates effective solutions to problems; makes sound decisions; generates alternative approaches to problem solving; demonstrates awareness of consequences or implications of judgment.
7. **Leadership** - Lead tasks and people effectively; guides, coaches, inspires, and motivates others to improve skills and achieve goals; takes independent action; seeks out opportunities for professional development; solicits and considers other opinions; demonstrates strong work ethic and sense of urgency to meet commitments; recommends system/procedure improvements.
8. **Diversity** - Committed to creating an inclusive community and environment that respects, embraces, and celebrates all expressions of diversity and identity.

7. Performance Ratings Categories

An employee should be rated on each core performance value and contribution to ECoE goals, and then given an overall performance assessment. The importance of each core performance value and establishment of business goals will vary from position to position and department to department. As such, the supervisor should use his/her judgment and take into consideration whether the position requires a greater skill in a particular performance value, the performance values that are most critical to the position and business goals that have the greatest impact on the unit and ECoE when determining performance assessments. An explanation is required for all performance assessments.

The performance of an employee should be described with one of the four ratings described below:

1. **Exceptional** - Performance at this level is clearly unique and far in excess of established expectations. The employee consistently exceeds expectations in the outcomes achieved in work quality, quantity and timeliness. The employee exhibits leadership among peers in all dimensions of the field work performed.
2. **Exceeds Expectations** - Performance at this level often surpasses established expectations and standards of work quality, quantity and timeliness. The employee exhibits mastery of most dimensions of the field of work performed.
3. **Meets Expectations** - Performance at this level meets established expectations and standards for work quality, quantity and timeliness. The employee competently achieves the requirements of the position.
4. **Below Expectations** - Performance at this level is below the level expected of the employee. Improvement is required in significant dimensions of the job in order to meet the expectations and standards for work quality, quantity and timeliness.

Supervisors should clearly define performance standards so employees understand how to achieve a rating of meets, exceeds, or outstanding for each core performance value, goals and for the overall rating. Rating standards clearly identify what is required to attain each rating. The supervisor should be very specific as to how the standards will be applied, so the employee will understand subsequent ratings.

Good performance standards should be: Specific, Pertinent, Attainable, Measurable, and Observable.

- **Specific** - The standards spell out in detail what is expected and how and when accomplishments are to be achieved. Changes and/or required improvements should be addressed and the expected standard of performance should be put in writing.
- **Related** - The standards should be clearly related to job performance. It should be seen as important and relevant in the eyes of both the supervisor and the subordinate, and it should allow both the supervisor and the subordinate to focus their attention on the issues of greatest importance.
- **Attainable** - Standards should be realistic; that is, it should be possible to perform as specified. Obviously, resources and support to reach standards must be provided.
- **Measurable** - Measures usually involve elements such as quantity, quality, time, etc.
- **Observable** - Standards should be written in such a manner that the supervisor will be able to see performance and the results.

When rating each of the eight (8) core performance values, the supervisor should have a definition of expectations for each rating of all core values. Ultimately, the supervisor should be able to demonstrate to the employee what performance is necessary to attain a specific rating.

In order to assign an overall rating for the performance evaluation, the supervisor should also define the overall rating standards and identify what expectation of performance is linked to each rating.

Supervisors must keep in mind the duties of the employee's position, required knowledge, skills and ability, and the uniqueness of the position. The supervisor's performance expectations shall remain in effect for future evaluations unless action is taken to modify them and the employee has been provided with a copy of them.

8. Conducting the Performance Evaluation Review Session

Outlining the Review Session

The supervisor must let the employee know what will happen in the review by outlining the review session and the actual events that will occur during the session. The supervisor must discuss the objectives of the review session. Usually, the objectives include one or more of the following:

- Review job description to ensure accuracy of qualifications, duties, responsibilities, knowledge, skills and abilities
- Provide specific feedback on performance
- Discussion of general issues or concerns about job performance
- Discussion of opportunities for growth or improvement
- Formulation of an employee individual development plan (IDP)
- Note the time periods under consideration; for example, should be reviewing performance for the last calendar year and setting performance objectives for the next calendar year.

Planning for the Future

Once the employee's past performance has been discussed, the focus should shift to the future. What will or can be done to maintain or to improve performance in the next review period? Performance improvement is likely to occur only if specific plans are developed and specific performance objectives are set. You may wish to ask the employee to develop a plan for achieving the desired performance objectives.

Closing the Review Session

The review session can be considered finished only when the following areas have been discussed:

Past Performance

Did he/she perform the duties and achieve the performance objectives? How well did he/she perform in meeting performance factors? How well did he/she rate?

Future Performance

What are the duties and performance objectives for the next performance period? Which are the most important?

What standards and rating values will be used to rate the employee's performance? What specific goals will the employee strive to achieve?

Areas of Agreement

If performance has met standards, what will be done to maintain that level of performance?

If performance has not been acceptable, what will be done to improve performance? When?

If further employee development is an objective, what will be done to ensure this development? Who will do it? When?

Sharing final ratings with employee

After the initial review session held with the employee, the supervisor will need to complete the **Employee Performance Evaluation Form attached hereto as Appendix "A"**. After the form has been approved by the next level of supervision, the supervisor should schedule a meeting with the employee. The employee will have an opportunity to add comments to the evaluation before acknowledging it.