



POLICY AND PROCEDURES: PERFORMANCE EVALUATIONS FOR OTHER THAN CERTIFICATED EMPLOYEES

BACKGROUND:

Employee performance evaluations are conducted at least annually to provide the employee with formal feedback on their job performance. This serves multi-purposes for the employee, the department to which the employee is assigned, and to the College all of which are for the betterment of the employee and the delivery of services by the College. There are six bargaining units with agreements covering performance evaluation requirements. In addition there are unrepresented employees for whom performance evaluations are to be provided annually.

POLICY:

Employees are to be provided a formal performance evaluation at least annually from their immediate supervisor utilizing the appropriate performance evaluation form in accord with the bargaining agreement of the bargaining unit to which the employee belongs. Supervisors are to adhere to the instructions for the specific performance evaluation form. Evaluations are to be completed, signed by the supervisor, the next level of authority and the supervising Vice President, presented to the employee, and then forwarded to the SPOC within the deadline set for the specific unit. Performance evaluations are then kept in the employee’s personnel file on campus as well as at the District Office. Note: Supervisors need to indicate the period covered by the completed evaluation (i.e. July 2012 to June 2013). On a monthly basis the SPOC will provide notification to concerned supervisors, the President, and Vice Presidents with a listing of any overdue performance evaluations, the intent of which is to remind supervisors that evaluations are due.

PROCEDURES:

Personnel responsible for completing performance evaluations are notified by the LACCD through the Portal System when a performance evaluation is due. It is the responsibility of the supervisor, upon receiving notification to prepare the performance evaluation on the appropriate form for the concerned employee, present the completed evaluation to the employee during a performance evaluation conference with the employee, provide the employee with a copy of the evaluation, and forward the completed, signed original and one copy of the evaluation form to the SPOC. At this point the supervisor should log into the portal and close out the evaluation by indicating that the evaluation is complete.

At any time during the process the supervisor should contact the College SPOC if any assistance is needed.

EMPLOYEE UNIT	UNION CONTRACT	EVALUATION DUE
Clerical/Technical	AFT College Staff Guild, Local 1521	Employee birth month (for all member employees past their probationary period)
Crafts	Los Angeles/Orange Counties Building and Construction Trades Council	Employee birth month (for all member employees past their probationary period)
Operations	Los Angeles City and County Schools Employees Union, Local 99	Employee birth month (for all member employees past their probationary period)
Supervisors, Classified	Supervisory Employees’ Local 721	July of each year (for all member employees past probationary period)
Classified Managers	Other Than Vice President	Employee birth month (for all employees past their probationary period)

SPECIFIC PROCEDURES ACCORDING TO UNION CONTRACTS
(References to Appendices are references to the specific bargaining unit agreement)

AFT STAFF GUILD 1521A
ARTICLE 16, PROCEDURE FOR PERFORMANCE EVALUATION

A. Schedule: Employees shall be evaluated in accordance with the following schedule:

1. Probationary employees in a class shall be evaluated during the second (2nd) and fourth (4th) months of their probationary period. Said written evaluation shall be made on the form entitled "Performance Evaluation for Probationary Classified Employees" (Appendix B).
2. Permanent employees in a class shall be evaluated at least once each year. Said written evaluation shall be made on the District's form entitled "Performance Evaluation for Permanent Classified Employees" (Appendix C).
3. The District may omit probationary performance evaluations for an employee who:
 - a. Has permanent status in the classified service.
 - b. Is occupying a position reclassified to another class.
 - c. Has occupied the same position prior to the reclassification action and, while occupying the position.
 - d. Has received a performance evaluation during the year preceding the effective date of the reclassification action.
4. The performance of probationary employees may be evaluated by each supervisor/evaluator under whom the employee has worked during the probationary evaluation period, provided that the evaluations shall only be made and/or presented by a non-Clerical/Technical Unit employee who is probationary or permanent in a position higher than the evaluatee under whom the evaluatee works or a Certificated/Academic employee under whom the evaluatee works.

B. Procedure

1. Performance evaluations shall be made by those persons who are immediately responsible for the employee's work. In addition, evaluations shall only be made and/or presented by a non Clerical/Technical Unit employee who is probationary or permanent, in a position higher than the evaluatee, under whom the evaluatee works, or a Certificated/Academic employee under whom the employee works. The evaluator either oversees, reviews and checks the daily work performance of the employee being evaluated, or is the one who is most closely acquainted with the employee's daily work performance. The work performance of permanent employees shall be evaluated by each supervisor/evaluator under whom the employee has worked for one hundred twenty (120) working days during the performance period.
2. Steps to be followed and factors to be evaluated by the supervisor/evaluator in completing the Performance Evaluation Forms are described on the reverse side of the forms.
3. Except in cases of extended absence, transfer, retirement or resignation, an individual evaluation conference shall be held with each employee at which time:
 - a. The reasons for performance evaluation shall be given by the evaluator,
 - b. The evaluator shall explain the kind of work performance expected,
 - c. The evaluator shall give the reasons for the evaluation given and any negative evaluation or comments shall include specific recommendations for improvements and provisions for assisting the employee in implementing any recommendations made, and
 - d. The evaluator and the evaluatee may discuss any questions that the evaluatee has concerning his/her job and/or the responsibilities and duties assigned.
 - e. No evaluation shall be made based upon hearsay statements but shall only be based upon the direct observation and knowledge of the evaluator. This does not preclude the evaluator from

receiving and using information from the evaluatee's functional supervisor, provided the evaluator investigates and verifies the information.

4. Review of the performance evaluation by the next higher level of administrative authority is optional. Any comments made by the reviewer shall be signed and shown to the supervisor/evaluator who made the evaluation and to the employee.

5. An employee shall have the opportunity to review his/her evaluation prior to the placement of said evaluation in the employee's personnel file. A copy of any and all evaluations shall be provided to employees whether the employee has signed it or not. Issuance by certified mail shall fulfill the requirements of this paragraph. Completed Performance Evaluations shall be treated in a manner to ensure their confidentiality, and shall pass through as few hands as possible. Means for insuring confidentiality include envelopes, folders and other methods to prevent the evaluation from being seen.

6. **Negative Evaluations.** Any negative evaluation shall include specific recommendations for improvements and provisions for assisting the employee in implementing any recommendations made. The employee shall have the right to review and respond to any derogatory evaluation or comment and attach a statement. If such a statement is provided by the employee, he/she may request that the supervisor/evaluator who prepared the evaluation and the next higher level of administrative authority, if any, review and initial the statement.

7. A supervisor/evaluator who believes that an employee's work performance has been exceptional shall complete the District's form entitled "Notice of Outstanding Work Performance" (Appendix D), in addition to the District's Performance Evaluation Forms (Appendices B and C), or at times when the periodic evaluation is not required. The outstanding work performance described may have occurred on a day-to-day basis or in an unusually difficult and/or emergency situation. All "Notices of Outstanding Work Performance" shall be reviewed and signed by the employee's College President or division head or designated representative. Employees shall be provided a copy of any written comments made by the reviewer. The steps to be followed by supervisors/evaluators in completing the abovementioned forms and the factors to be discussed are described on the reverse side of the forms.

C. Definition of Evaluation Columns

1. Performance Evaluation for Permanent Classified Employees.

a. **BELOW WORK PERFORMANCE STANDARDS:** A check in this column indicates that the employee's work must improve to meet the standards and serves as a guide to the employee for concentration of effort to bring work performance up to work standards. A check in this column is not to be construed as a "Notice of Service" (Appendix E), nor as a disciplinary action. The supervisor/evaluator should be sure to define clearly the performance standards he/she is applying.

b. **MEETS OR EXCEEDS WORK PERFORMANCE STANDARDS:** A check in this column indicates that the employee's work clearly and consistently meets or exceeds the work standards and that his/her services are satisfactory or better.

2. Performance Evaluation for Probationary Classified Employees.

a. **EXCEEDS WORK PERFORMANCE STANDARDS:** A check in this column indicates that the employee's work is better than satisfactory. If there are a number of checks in this column, the supervisor/evaluator should consider giving a "Notice of Outstanding Work Performance" (Appendix D).

b. **MEETS WORK PERFORMANCE STANDARDS:** A check in this column indicates that the employee's work is definitely and consistently satisfactory.

c. **BELOW WORK PERFORMANCE STANDARDS:** Persons evaluated in this category usually require additional training and closer supervision in order to meet fully the established work standards. The employee should understand that his/her work is not considered unsatisfactory. Continued failure to show improvement may lead to preparation of a "Notice of Unsatisfactory Service" (Appendix E).

D. Classification of Position

1. The employee and the supervisor/evaluator should compare the duties of the evaluatee with the typical duties of the evaluatee's class as listed in the current class specification. If either feels that the employee spends an appreciable portion of his/her time performing duties inappropriate to his/her class, he/she should check "no," and attach a statement giving his/her reasons. If either the employee or the supervisor/evaluator checks "no," on the evaluation form, a copy shall be sent to the division head or College President for forwarding to the Personnel Commission.

2. In classes where the use of a particular skill is the primary basis for classification, the lack of use of that skill is sufficient reason to check "no" (for example, a person working as a Senior Secretary-Stenography is not properly classified if he/she never takes dictation, even if all his/her other duties are appropriate to the class). If either the employee or the supervisor/evaluator checks "no," the evaluation form, with a copy, shall be sent to the division head or College President for forwarding to the Personnel Commission. Article 15, Classification and Reclassification, time limits and requirements are hereby incorporated in Article 16.

E. Representation: Employees covered by this Agreement shall have the right, upon request, to AFT representation in all employment relations with the District, including the right to be present at any meeting or conference which the employee reasonably believes may result in discipline.

LOS ANGELES/ORANGE COUNTIES BUILDING AND CONSTRUCTION TRADES COUNCIL ARTICLE 15 PERFORMANCE EVALUATION PROCEDURE

A. Schedule

Employees shall be evaluated in accordance with the following schedule:

- a. **Probationary employees** in a class shall be evaluated during the third (3rd) and fifth (5th) months of their probationary period.
- b. **Permanent employees** in a class shall be evaluated by their anniversary date each year.
- c. **The Performance Evaluation for Classified Employees form** located in Appendix B will be used to record the results of the evaluation process. The District may make additional performance evaluations for permanent or probationary employees at any time. Refer to the instructions included with the evaluation form for the conditions under which a supervisor may conduct additional evaluations.
- d. The District may omit probationary performance evaluations for an employee who:
 - (1) Has permanent status in the classified service,
 - (2) Is occupying a position reclassified to another class,
 - (3) Has occupied the same position prior to the reclassification action and, while occupying the position,
 - (4) Has received a performance evaluation during the year preceding the effective date of the reclassification action.

B. Procedure

1. The employee shall be evaluated by his/her immediate supervisor. The supervisor is the person who is responsible for overseeing, reviewing and/or checking the employee's work performance. Performance evaluations shall be made by those persons who are immediately responsible for the employee's work. The evaluator either oversees, reviews, and checks the daily work performance of the employee being evaluated, or is the one who is most closely acquainted with the employee's daily work performance. The employee and/or the supervisor may also request input regarding job performance skills from a lead employee who holds the same area of trade skill expertise as the employee being evaluated. Probationary employees may be evaluated by each supervisor under whom the employee has worked during the probationary evaluation period. Permanent employees shall be evaluated by each supervisor under whom the

employee has worked at least ninety (90) working days during the performance evaluation period.

2. Steps to be followed and factors to be evaluated by supervisors in completing the Performance Evaluation Forms are described on the reverse side of the forms, see Appendix B.
3. An individual evaluation conference shall be held with each employee at which time an explanation shall be given for:
 - a. The reasons for performance evaluation
 - b. Job content
 - c. The kind of work performance expected
 - d. The basis for the evaluation given
 - e. Areas where work performance may be improved, if any
4. The employee shall have an opportunity to review his or her evaluation prior to placement in his or her personnel file.
5. Review of the performance evaluation by the next higher level of administrative authority is optional. Any comments made by the reviewer shall be signed and shown to the supervisor who made the evaluation and to the employee.
6. A supervisor who believes that an employee's work performance has been exceptional should complete the District's form entitled "Notice of Outstanding Work Performance," in addition to the District's Performance Evaluation Form, or at any time when deemed appropriate. The outstanding work performance described may have occurred on a day-to-day basis, or in an unusually difficult and/or emergency situation. All Notices of Outstanding Work Performance shall be reviewed and signed by the employee's college president or division head or designated representative. Employees shall be provided a copy of any written comments made by the reviewer.
7. The supervisors shall complete the evaluation process by following the steps included on the evaluation form in Appendix B.

C. Definitions of Evaluation Ratings

- 1. Exceeds Work Performance Standards:** A check in this column indicates that the employee's work is better than satisfactory. If there are a number of checks in this column, the supervisor should consider giving a Notice of Outstanding Work Performance.
- 2. Meets Work Performance Standards:** A check in this column indicates that the employee's work is definitely and consistently satisfactory.
- 3. Needs Improvement Performance Standards:** Persons evaluated in this category usually require additional training and closer supervision in order to meet fully the established work standards. The employee should understand that his/her work is not considered unsatisfactory. Continued failure to show improvement may lead to preparation of a Notice of Unsatisfactory Service.

D. Classification of Position

The employee and the supervisor shall review the duties of the class as listed in the current class description. If either feels that the employee spends an appreciable portion of his/her time performing duties inappropriate to his or her class, either the employee's duties need to be modified to fit the classification description or a reclassification of the position should be initiated with the Personnel Commission.

E. Appeal

1. Except as provided below, any and all matters related to performance evaluations shall not be subject to the grievance and arbitration provisions of Article 18.
 - a. Only if a permanent employee receives one or more checks in the below "Below Work Performance Standards" column may he/she avail him/herself of the grievance procedure. Such grievances shall only be processed up to and including Step Three (3) of said procedure (see Summary of Due Process, Appendix C).

b. Notices of Unsatisfactory Service issued to permanent employees who are not related to a recommendation for further disciplinary action, may be grieved in accordance with the provisions of the grievance procedure (see Summary of Due Process, Appendix C).

LOS ANGELES CITY AND COUNTY SCHOOLS EMPLOYEES UNION, LOCAL 99 ARTICLE 12 PERFORMANCE EVALUATION PROCEDURE

A. Schedule

Employees shall be evaluated in accordance with the following schedule:

1. Probationary employees in a class will be evaluated during the third (3rd) and fifth (5th) months of their probationary period.
2. Permanent employees in a class will be evaluated by their anniversary date each year.
3. Performance Evaluation for Classified Employees form located in Appendix C will be used to record the results of the evaluation process. The District may make additional performance evaluations for permanent or probationary employees at any time. Refer to the instructions included with the evaluation form for the conditions under which a Supervisor may conduct additional evaluations.
4. The District may omit probationary performance evaluations for an employee who:
 - a. Has permanent status in the classified service,
 - b. Is occupying a position reclassified to another class,
 - c. Has occupied the same position prior to the reclassification action and, while occupying the position,
 - d. Has received a performance evaluation during the year preceding the effective date of the reclassification action.

B. Procedure

1. Evaluations shall be based on observations or knowledge, and not upon unsubstantiated or undocumented charges or rumors. In addition, no evaluation shall be based upon derogatory materials in the employee's personnel file, unless the employee has previously been given sufficient notice of same, an opportunity to review and comment upon them, and had such comments attached to the materials.
2. Performance evaluations shall be made by those persons who are immediately responsible for the employee's work. The Supervisor either oversees, reviews, and checks the daily work performance of the employee being evaluated, is the one who is most closely acquainted with the employee's daily work performance. The work performance of a permanent employee shall be evaluated by each Supervisor under whom the employee has worked for ninety (90) working days during the performance evaluation period. The Supervisor can evaluate an employee only for the period of time he/she actually supervised an employee.
3. Steps to be followed and factors to be evaluated by Supervisors in completing the Performance Evaluation Form (Appendix C) are described on the reverse side of the form.
4. An individual evaluation conference shall be held with each employee at which time an explanation shall be given for:
 - a. The reasons for performance evaluation;
 - b. Job content;
 - c. The kind of work performance expected;
 - d. The basis for the evaluation given, and
 - e. Areas where work performance may be improved, if any.
5. Review of the performance evaluation by the next higher level of administrative authority is optional. Any comments made by the reviewer shall be signed and shown to the Supervisor who made the evaluation and to the employee.

6. A Supervisor who believes that an employee's work performance has been exceptional should complete the District's form entitled "Notice of Outstanding Work Performance" (Appendix D), in addition to the District's Performance Evaluation Form (Appendix C) or at any time when deemed appropriate. The outstanding work performance described may have occurred on a day-to-day basis or in an unusually difficult and/or emergency situation. All Notices of Outstanding Work Performance shall be reviewed and signed by the employee's college president or division head or designated representative. Employees shall be provided with a copy of any written comments made by the reviewer.

7. The District will provide training to the Supervisors on how to conduct the evaluation process.

C. Definitions of Evaluation Ratings

1. Exceeds Work Performance standards: A check in this column indicates that the employee's work is better than satisfactory. If there are a number of checks in this column, the Supervisor should consider giving a Notice of Outstanding Work Performance.

2. Meets Work Performance Standards: A check in this column indicates that the employee's work is definitely and consistently satisfactory.

3. Below Work Performance Standards: Persons evaluated in this category usually require additional training and closer supervision in order to meet fully the established work standards. The employee should understand that his/her work is not considered unsatisfactory, but that additional effort on his/her part, along with more help on the part of his/her Supervisor, will probably be required to bring his/her performance to a completely acceptable and satisfactory level. Continued failure to show improvement may lead to preparation of a Notice of Unsatisfactory Service (Appendix F).

D. Review Committee: Performance evaluation forms shall be reviewed upon request by the Union or the District and subsequently revised, as needed, by a joint Union Labor Management Evaluation Procedure Committee which can include up to ten (10) representatives each of the Union and the District. The Union employees while serving on this committee will receive time off without loss of pay and benefits.

SUPERVISORY EMPLOYEES' UNION S.E.I.U. LOCAL 721 ARTICLE 11 PERFORMANCE EVALUATION PROCEDURE

Purpose of Evaluation: The performance evaluation process is a valuable method of communicating standards and expectations to a Unit member and evaluating the extent to which the Unit member has met those standards and conformed to the expectations. Additionally, the process can be used to identify goals and objectives for the Unit member for the following year. Because the evaluation process is such an important means of communication, evaluations shall be performed, at least once every year, in accordance with the following procedures.

A. Performance evaluation Procedure.

1. Probationary employees shall be evaluated during the second (2nd) and fourth (4th) months of their probationary period using the District's form in Appendix B.

2. Permanent employees shall be evaluated once a year. The evaluation period shall be from July 1 through June 30. The evaluation form shall be completed, an evaluation conference offered, and the signed evaluation issued to the Unit member no later than two calendar months following the evaluation period.

3. Performance evaluation should be completed by the manager or administrator with supervisory responsibility for the Unit member, or manager or supervisor with higher level authority and reviewed by the appropriate Vice President. Once completed, the evaluation shall be placed in the Unit member's official personnel file.

4. If the Unit member wishes to provide written comments on the evaluation, such comments shall be attached to the evaluation itself. The Unit member shall have ten (10) working days from the date the evaluation was issued to provide the written response.

Not only should the performance levels be checked off, but also the evaluation documents should contain remarks written by the evaluator, which explain the reason for checking those levels.

B. Evaluation Components. Each Unit member's evaluation process will include the following components using the evaluation form located in Appendix B of the Agreement:

1. Review the Job Duty Statement.
2. Review goals and objectives from the prior year (when they exist) and state goals and objectives for the next evaluation cycle, including method to complete or assessment of progress towards achieving annual goals.
3. Assess understanding of job knowledge, fulfillment of position responsibilities, and identification of areas for future professional development.
4. Assess effectiveness as a team member and colleague.
5. Assess ability to solve problems, and demonstrate good judgment.
6. Assess ability to adapt to change, show creativity and develop innovative approaches.
7. Assess ability to initiate, make and carry out decisions and demonstrate leadership.
8. Assess ability to communicate and build consensus.
9. Overall assessment of professional skill and ability, including:
 - i. Leadership skills
 - ii. Communication skills
 - iii. Administrative/managerial skills, and
 - iv. Professional knowledge and expertise
10. Overall statement of expectations for performance and statement of how the employee will meet that standard.

C. Evaluation Process. The Unit member's supervisor will review all of the relevant data related to his or her performance during the evaluation period. Based on that information, the Unit member's supervisor will complete the evaluation form (see Appendix B). For each performance factor listed on the form, the Unit member's supervisor may:

1. Assign one of the following ratings: exceeds expectations, meets expectations, and needs improvement.
2. Prepare a brief narrative assessment of the employee's performance that reflects the Unit member's supervisor's analysis of the data he or she collected; and
3. Include on the evaluation form any recommendations he or she believes are appropriate to promote the Unit member's personal or professional growth, or to assist the Unit member in achieving required improvement.

D. Evaluation Results. The supervisor shall forward the evaluation form to the Unit member for his or her comment. If the Unit member declines to comment, or fails to comment within five (5) working days of the date on which the supervisor sent the form to the Unit member, the supervisor shall forward the completed evaluation file (including the evaluation plan, the evaluation form, and any other relevant documents) to the appropriate Vice President or his or her designee. Based solely on the evaluation form and the accompanying materials in the evaluation file the Vice President shall either:

1. Accept the supervisor's recommendation regarding the overall evaluation of the Unit member's performance as being satisfactory or unsatisfactory (and, if satisfactory, whether it meets or exceeds overall expectations); or

2. Return the evaluation to the supervisor with a written explanation of the reasons he or she declined to accept the evaluation, and comment regarding proposed steps the supervisor should take to remedy the problems he or she perceived.

3. Once completed by the Vice President, the evaluation form and the accompanying materials in the evaluation file shall become part of the Unit member's personnel file.

E. Excellent Performance Differential. Unit members are eligible for a performance differential of a one-time, non-cumulative bonus of \$250.00 per year, in accordance with the following criteria and procedures:

1. If, at the end of the fiscal year, the Unit member receives an overall performance evaluation rating that exceeds expectations, he or she shall be awarded a performance differential of a one-time, non-cumulative bonus of \$250.00 per year.

2. The provisions of this section shall not be subject to the provisions of Article 19, Grievance Procedure, with the exception that claims that the specific procedures set forth in this section (section E) were not complied with, shall be grievable up to and including the third step of the grievance procedure.

F. Less than Satisfactory Evaluations. When the Unit member receives an overall evaluation that is "below expectations" (less than satisfactory), he or she will work with the supervisor to develop a written improvement plan. The plan will address the specific areas for improvement as they relate to the evaluation categories in section C above and will include specific suggestions about how the Unit member can improve.

If the Unit member has received a rating of "fails to meet expectations" (unsatisfactory), he or she will either accept and follow the suggestions made by the supervisor in the written performance evaluation or, within thirty (30) days from the date of issuance, provide a written proposed plan to his or her supervisor outlining the way he or she intends to achieve improvement. The Unit member shall address all the areas for improvement the supervisor has identified. The supervisor shall accept, reject, or modify the proposed plan. The Unit member and his or her supervisor shall have periodic conferences to ensure that measurable progress, consistent with the plan, is being made. The Unit member shall have the right to meet with the Vice President to discuss the evaluation.

G. Review. If the Unit member being evaluated believes the procedure set forth in this article has not been followed, he or she may initiate a grievance seeking to correct the procedural error, but any judgment a supervisor or the Vice President makes about the nature and quality of the Unit member's performance as part of an evaluation is final and not subject to being modified or overturned by way of a grievance unless there is clear and compelling evidence that the judgment was made arbitrarily or capriciously, or that it was motivated by malice, fraud or corruption. The evaluatee always has the right to include his or her own statement to be added to the personnel file along with the completed evaluation form.

CLASSIFIED MANAGERS OTHER THAN VICE PRESIDENT

The purpose of this appraisal is to provide a systematic, objective and entirely constructive method of evaluating and informing an administrative employee of the effectiveness of the employee's performance and contribution to the overall purpose and mission of the Los Angeles Community College District. The appraisal is designed to achieve a mutual understanding between the supervisor and the employee regarding levels of past performance, identification of strengths and weaknesses, means for improving performance, and expectations for future performance. In view of these purposes, this appraisal deserves the careful attention and best judgment of all concerned. These evaluations are due on the employee's birth month.

THE FOLLOWING PAGES CONTAIN SAMPLE BLANK FORMS FOR THE VARIOUS GROUPS/UNITS.

PERFORMANCE EVALUATION FOR PERMANENT CLASSIFIED EMPLOYEES

NAME: _____

EMPLOYEE NUMBER: _____

CLASSIFICATION: _____

DIVISION OR COLLEGE: **Valley** _____

EVALUATION PERIOD: _____

Note: Performance Evaluations for permanent employees shall be made by the supervisor / evaluator. (See Article 16, B1)

RATINGS:
 A – MEETS OR EXCEEDS WORK PERFORMANCE STANDARDS
 B – BELOW WORK PERFORMANCE STANDARDS

PERFORMANCE STANDARDS	A	B	COMMENTS
1. QUALITY OF WORK: Consider the employee’s job knowledge and the extent to which the employee is accurate, neat, well organized, and thorough.			
2. QUANTITY OF WORK: Consider the extent to which the amount of work produced meets reasonable standards.			
3. WORK HABITS: Consider the extent to which the employee shows good daily attendance, is punctual, orderly, complies with rules, regulations and instructions, and works without immediate supervision.			
4. PERSONAL QUALITIES: Consider the extent to which the employee uses good judgment, shows initiative, and adapts to emergency and new situations. Personal qualities also includes personal hygiene.			
5. RELATIONSHIP WITH OTHERS: Consider the extent to which the employee works effectively and courteously with fellow employees, with students and the public.			
6. SUPERVISORY QUALITIES (IF APPLICABLE): Consider the extent to which the employee exhibits leadership, impartiality and fairness in making decisions. Shows good judgment in assigning work and communicates effectively. Assignments are completed in an effective and timely manner.			

7. GENERAL COMMENTS OR COMMENTS ON OTHER FACTORS NOT LISTED ABOVE.

8. OVERALL PERFORMANCE			
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CLASSIFICATION OF POSITION: Do the primary duties of the employee fall within his/her assigned class? If “NO”, attach a statement listing duties and responsibilities considered inappropriate to the class.

	Yes	No
Supervisor	_____	_____
Employee		

 Supervisor Signature

 Date

My signature below is an acknowledgement that I have seen and discussed this evaluation with my supervisor, but not necessarily imply agreement with the evaluation. I understand that I have the right to respond to any derogatory evaluation or statement and attach such response to this evaluation.

 Employee Signature

 Date

 Signature of Next Level of Authority

 Date

 Vice President Signature

 Date

INSTRUCTIONS FOR PREPARING PERFORMANCE EVALUATIONS

1. AN EVALUATION SHALL BE COMPLETED FOR:

Each regular classified employee who is not serving in an initial probationary period. In the event an employee has worked for more than one supervisor during the previous period, a separate evaluation shall be completed by each supervisor for whom the employee has worked more than 120 working days.

2. THE PERSON COMPLETING THE EVALUATION:

Shall be the employee's supervisor who is immediately responsible for the work of the employee. The supervisor is defined as the person who either oversees, reviews, or checks the daily work of the employee or who is most closely acquainted with the employee's work performance. In the event an employee worked for more than one supervisor during the reporting period, a separate form should be completed by each supervisor under whom the employee has worked.

3. BEFORE MAKING THE EVALUATION, THE SUPERVISOR IS REQUESTED TO:

Verify that the name, employee number, class title, and the Division or College and reporting period dates for each employee, are correct.

4. AN EMPLOYEE'S WORK PERFORMANCE SHALL BE EVALUATED BY:

A check mark (✓) in the appropriate box ("Below Work Performance Standards" or "Meets or Exceeds Work Performance Standards") opposite the factor being reported. In addition, the supervisor should state in the "Comments" space the suggestions he/she gave to the employee on how to improve his/her work performance standards, or why the employee's performance exceeds the standards.

5. THE SUPERVISOR MAY:

Add factors which he/she considers pertinent to the evaluation and record suggestions made to the employee that will aid him/her in improving his/her work or make other pertinent comments. The employee may respond to the supervisor's comments.

6. THE SUPERVISOR SHALL:

A. Hold a conference with each employee for whom an evaluation is completed.

Note: The form may be completed at the time of the conference if the supervisor so wishes.

B. Explain to each employee:

1. The reasons for performance evaluation shall be given by the evaluator,
2. The evaluator shall explain the kind of work performance expected,
3. The evaluator shall give the reasons for the evaluation given and any negative evaluation or comments shall include specific recommendations for improvements and provisions for assisting the employee in implementing any recommendations made and
4. The evaluator and evaluatee may discuss any questions that the evaluatee has concerning his/her job and/or the responsibilities and duties assigned.
5. If the employee feels that the evaluation is improper, he/she may go to the supervisor's immediate supervisor to resolve differences. No regular employee shall be denied this privilege.

C. Sign the performance evaluation form and obtain the signature of the employee.

D. Submit the completed form to the immediate supervisor for review and signature.

E. Retain the triplicate copy of the performance evaluation form. If the employee is not available, the supervisor will send a copy of the form by certified mail to him/her at his/her last known address.

F. Give the employee the duplicate copy of the completed form. (If the employee is not available, the supervisor will send a copy of the form by certified mail to his/her last known address.)

G. Send the original copy to the Human Resources Division to be placed in the employee's personnel file.

7. ADDITIONAL FORMS WHICH MAY BE USED BY THE SUPERVISOR:

A. A notice of outstanding work performance is available to provide a record of commendation for outstanding work performance in regular day-to-day activities or in an unusually difficult and/or emergency situation. A notice of outstanding work performance may be completed and filed at any time considered appropriate by the employee's supervisor.

B. A notice of unsatisfactory service is available to:

- (1) Provide a written record of an employee's unsatisfactory service.
- (2) Provide a written confirmation that the employee has been told of his/her unsatisfactory service.
- (3) Prepare for further disciplinary action such as suspension, demotion, or dismissal.

The notice of unsatisfactory service is given to the employee whenever his/her services are unsatisfactory.

8. If additional comments pertaining to the employee's performance are entered on the form subsequent to the evaluation conference, the employee must be advised of such comments.

DEFINITION OF COLUMNS

- A. **MEETS OR EXCEEDS WORK PERFORMANCE STANDARDS:** A check in this column indicates that the employee's work is satisfactory or better. If the employee's work is truly exceptional and worthy of special notice and commendation, a notice of outstanding work performance should also be used.
- B. **BELOW WORK PERFORMANCE STANDARDS:** Persons evaluated in this category usually require additional training and closer supervision in order to meet fully the established work standards. The employee should understand that his/her work is not considered unsatisfactory, but that additional effort on his/her part, along with more help on the part of his/her supervisor will probably be required to bring his/her performance to a completely acceptable and satisfactory level. Continued failure to show improvement may lead to preparation of a notice of unsatisfactory service.

(LOCAL 99 AND TRADES COUNCIL)
PERFORMANCE EVALUATION FOR CLASSIFIED EMPLOYEE

NAME: _____ EMPLOYEE NUMBER: _____

CLASSIFICATION: _____ DIVISION OR COLLEGE: _____

EVALUATION PERIOD: _____ STATUS: Probationary Permanent

REVIEWED JOB CLASSIFICATION DESCRIPTION DURING EVALUATION CONFERENCE? YES NO

RATINGS:
A – EXCEEDS WORK PERFORMANCE STANDARDS
B – MEETS WORK PERFORMANCE STANDARDS
C – NEEDS IMPROVEMENT

PERFORMANCE STANDARDS	*A	B	*C	COMMENTS (Site Specific Suggestions or Examples)
1. QUALITY OF WORK: Employee demonstrates job knowledge and is accurate, neat, well organized, and thorough.				
2. QUANTITY OF WORK: Employee is productive and meets reasonable standards.				
3. WORK HABITS: Employee shows good daily attendance, is punctual, orderly, complies with rules, regulations and instructions and works without immediate supervision.				
4. PERSONAL QUALITIES: Employee uses good judgment, shows initiative, is professional in manner and demeanor and adapts to emergency and new situations.				
5. RELATIONSHIP WITH OTHERS: Employee works effectively and courteously with fellow employees, students, and the public.				
6. SUPERVISORY QUALITIES (if applicable): Employee exhibits leadership, impartiality and fairness in making decisions. Shows good judgment in assigning work and communicates effectively. Assignments are completed in an effective and timely manner.				
7. OTHER FACTORS NOT LISTED ABOVE (Attach additional sheets if necessary)				
8. OVERALL PERFORMANCE RATING (*A – consider Notice of Outstanding Performance) (*C – consider Notice of Unsatisfactory Performance)				

Classification of Position: Do the primary duties of the employee fall within his/her assigned class? If "NO", attach a statement listing duties and responsibilities considered inappropriate to the class.

Supervisor: yes no Employee: yes no

 Supervisor's Signature Date
My signature is an acknowledgment that I have seen and discussed this evaluation with my Supervisor, but does not necessarily imply agreement with the evaluation. I understand that I have the right to respond to any derogatory evaluation or statement and attach such response to this evaluation.

 Employee's signature Date

 Signature of next level of authority Date

 Vice President's signature Date

APPENDIX B SUPERVISORY EMPLOYEE PERFORMANCE EVALUATION

This evaluation is conducted in keeping with ARTICLE 11, PERFORMANCE EVALUATION PROCEDURE

PURPOSE

The performance evaluation process gives the Unit member and his or her supervisor an opportunity to formally review the Unit member's job performance. It is designed to assess accomplishments, communicate standards and expectations, and to set goals for future performance. Evaluations shall be performed at least every year.

PERFORMANCE RATINGS**Exceeds Expectations**

Performance shows consistent and important contributions, which exceed normal expectations. Performance achievements are distinctive and unique and are beyond the principal objectives of the position.

Meets Expectations (Satisfactory)

Performance shows attainment of the principal objectives of the position. Performance is consistent with reasonable expectations of a well-trained, competent person in this position classification.

Needs to Improve

Performance shows deficiencies, which seriously interfere with the attainment of the principal objectives of the position. Improved performance on this factor is needed which requires a serious concentrated effort on the part of the employee to reach a satisfactory level.

Fails to Meet Expectations

Performance is clearly deficient and previous remedies and strategies for improvement have not been successful. Major improvements need to be demonstrated by the employee immediately. Follow up evaluation and ongoing monitoring of progress is required.

Name of Evaluee: _____ **Location:** LAVC _____

Job Title: _____ **Evaluation Period:** _____
From _____ To _____

Job Duty Statement Review (Attach)

The duties remain the same and no changes were made

The duties were changed and are reflected in the revised document.

Statement of goals and objectives

The employee and supervisor should agree on the goals and objectives for the evaluation period which should be measurable and verifiable, realistic, and directly related to the Unit member's job.

a. Prior year

1. State goals and objectives and other significant accomplishments achieved during this evaluation period.
2. State goals and objectives, which were not accomplished during this evaluation period, include reasons or causes, which prevented the accomplishment of each goal and objective.

b. Next evaluation cycle

1. State goals and objectives to be achieved during the next evaluation cycle.
2. State method to be used and resources required to accomplish these goals.

Job knowledge

Assessment of understanding of job requirements, knowledge needed to perform job duties, fulfillment of position responsibilities, and identification of areas for future professional development. Consider depth, breadth, application, and acquisition of knowledge. Ability to achieve desired, timely results, and organizing, directing, and coordinating work activities for the attainment of goals and objectives

Performance Level

- Exceeds Expectations
- Meets Expectations (Satisfactory)
- Needs to Improve
- Unsatisfactory

Brief summary of Accomplishments:

Suggestions for Improvements:

Effectiveness

Assessment of effectiveness as a team member and colleague. Consider interactions with superiors, peers, and other organizational unit and willingness to assist and guide others. Consider the ability to obtain the support and respect of others, to work under stressful conditions, and to be depended upon to meet commitments and work standards while maintaining interest and enthusiasm for the job.

Performance Level

- Exceeds Expectations
- Meets Expectations (Satisfactory)
- Needs to Improve
- Unsatisfactory

Brief summary of Accomplishments:

Suggestions for Improvements:

Problem Solving/Judgment

Assessment of ability to solve problems and demonstrate good judgment. Consider the ability to identify causes of problems, to recognize critical elements of problems, and to solve many different problems concurrently. Consider the qualities necessary to accurately assess and appraise the character and abilities of people, consequences of actions and decisions, and the relevant importance of facts and data.

Performance Level

- Exceeds Expectations
- Meets Expectations (Satisfactory)
- Needs to Improve
- Unsatisfactory

Brief summary of Accomplishments:

Suggestions for Improvements:

Change/Creativity/Innovation

Assessment of ability to adapt to change, show creativity and develop innovative approaches. Consider applications of innovative concepts and ideas for creative improvements in operations, methods, procedures and programs. Consider adaptability to rapid changes, new situations and changing priorities.

Performance Level

- Exceeds Expectations
- Meets Expectations (Satisfactory)
- Needs to Improve
- Unsatisfactory

Brief summary of Accomplishments:

Suggestions for Improvements:

Initiative/Leadership

Assessment of ability to initiate, make and carry out decisions and demonstrate leadership. Consider the ability to take prompt, decisive action and the willingness to accept responsibility for decisions. Consider the establishment of performance standards for the work unit and the training, developing, evaluating, assessing, counseling, and guiding of subordinates.

Performance Level

- Exceeds Expectations
- Meets Expectations (Satisfactory)
- Needs to Improve
- Unsatisfactory

Brief summary of Accomplishments:

Suggestions for Improvements:

Communication/Consensus Building

Assessment of ability to communicate and build consensus. Consider the ability to organize and effectively present information orally and in writing. Consider ability to use interest based problem solving methods to develop consensus.

Performance Level

- Exceeds Expectations
- Meets Expectations (Satisfactory)
- Needs to Improve
- Unsatisfactory

Brief summary of Accomplishments

Suggestions for Improvements

Overall assessment of professional skill and ability, including:

- Leadership skills
- Communication skills
- Supervisory skills
- Professional knowledge and expertise

Overall Performance Level

- Exceeds Expectations
- Meets Expectations (Satisfactory)
- Needs to Improve
- Unsatisfactory

Overall statement of expectations for performance and statement of how the employee will meet that standard

This appraisal has been reviewed by me and discussed with my supervisor:

Employee Signature: _____ Date: _____

Prepared by: _____ Title: _____
Supervisor

Reviewed by: _____ Title: Vice President

Reviewed by: _____ Title: President

An employee may attach a statement to this form if the acknowledgment does not represent agreement by the employee.

Los Angeles Community College District
Administrative Performance Appraisal
(Classified Managers Other than Vice President)

For:

Name: _____ **Location:** LA Valley College

Title: _____ **Appraisal Period** _____

From To

Type of Appraisal: Annual _____ First Probationary _____ Second Probationary _____

PURPOSE:

The purpose of this appraisal is to provide a systematic, objective and entirely constructive method of evaluating and informing an administrative employee of the effectiveness of the employee's performance and contribution to the overall purpose and mission of the Los Angeles Community College District. The appraisal is designed to achieve a mutual understanding between the supervisor and the employee regarding levels of past performance, identification of strengths and weaknesses, means for improving performance, and expectations for future performance. In view of these purposes, this appraisal deserves the careful attention and best judgment of all concerned.

INSTRUCTIONS:

Read carefully the definitions of "degrees" and the appraisal factors. Evaluate each factor separately. Provide comments and/or suggestions for each appraisal factor. If degree 1 is indicated, suggestions for improvement must be provided.

DEFINITIONS OF PERFORMANCE LEVEL DEGREES

Degree 1-Performance shows deficiencies which seriously interfere with the attainment of the principal objectives of the position. Improved performance on this factor is needed which requires a serious concentrated effort on the part of the employee to reach a satisfactory level.

Degree 2-Performance shows attainment of the principal objectives of the position. Performance is consistent with reasonable expectations of a well-trained, competent person in this position classification.

Degree 3-Performance shows consistent and important contributions which exceed normal expectations. Performance achievements are distinctive and unique and are beyond the principal objectives of the position.

N - Use this category when there has been no opportunity to observe or evaluate the employee on the factor.

APPRAISAL FACTORS

PERFORMANCE LEVEL

Degrees

								N	1	2	3
ACCOMPLISHMENTS											
<i>Consider quality, quantity, and timeliness of accomplishments.</i>											
Comments and/or Suggestions:											

								N	1	2	3
JOB KNOWLEDGE											
<i>Consider depth, breadth, application, and acquisition of knowledge.</i>											
Comments and/or Suggestions:											

								N	1	2	3
PROBLEM SOLVING											
<i>Consider the ability to identify causes of problems, to recognize critical elements of problems, and to solve many different problems concurrently.</i>											
Comments and/or Suggestions:											

								N	1	2	3
COOPERATION											
<i>Consider effectiveness of interactions with superiors, peers, and other organizational unity and willingness to assist and guide others.</i>											
Comments and/or Suggestions:											

								N	1	2	3
JUDGEMENT											
<i>Consider the qualities necessary to accurately assess and appraise the character and abilities of people, consequences of actions and decisions, and the relevant importance of facts and data.</i>											
Comments and/or Suggestions:											

								N	1	2	3
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ADAPTABILITY TO CHANGE										
<i>Consider adaptability to rapid changes, new situations and changing priorities.</i>										
Comments and/or Suggestions:										

								N	1	2	3
COMMUNICATIONS SKILLS											
<i>Consider the ability to organize and effectively present information orally and in writing.</i>											
Comments and/or Suggestions:											

								N	1	2	3
INITIATIVE AND DECISIVENESS											
<i>Consider the ability to take prompt, decisive action and the willingness to accept responsibility for decisions.</i>											
Comments and/or Suggestions:											

								N	1	2	3
PERSONAL SKILLS AND QUALITIES											
<i>Consider the ability to obtain the support and respect of others, to work under stressful conditions, and to be depended upon to meet commitments and work standards while maintaining interest and enthusiasm for the job.</i>											
Comments and/or Suggestions:											

								N	1	2	3
CREATIVITY AND INNOVATION											
<i>Consider applications of innovative concepts and ideas for creative improvements in operations, methods and procedures.</i>											
Comments and/or Suggestions:											

								N	1	2	3
LEADERSHIP											
<i>Consider the establishment of performance standards for the work unit and the training, developing, evaluating, assessing, counseling, and guiding of subordinates.</i>											
Comments and/or Suggestions:											

								N	1	2	3
MANAGERIAL QUALITIES											
<i>Consider skills in establishing definitive goals and objectives, developing plans to achieve desired, timely results, and organizing, directing, and coordinating work activities for the attainment of goals and objectives.</i>											
Comments and/or Suggestions:											

								N	1	2	3
OVERALL EVALUATION											
<i>State principal reasons for this evaluation.</i>											

GOALS AND OBJECTIVES											
<i>State goals and objectives and other significant accomplishments achieved during this evaluation period.</i>											
<i>State goals and objectives which were not accomplished during this evaluation period: (State any reasons or causes which prevented the accomplishment of each goal and objective.)</i>											

INSTRUCTIONS:

The development of performance goals and objectives is a collaborative process of the employee and supervisor to arrive at a mutual understanding of expectations and accomplishments. It is especially important that both the employee and supervisor develop together mutually acceptable goals and objectives statements for the evaluation period. When preparing goals and objectives statements be certain that they are measurable and verifiable, that they are directly related to the administrator's job, that they are realistic and obtainable, that they are consistent with policy and practice, and that accountability is clearly established.

<i>State goals and objectives to be accomplished during the next evaluation period.</i>											
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This appraisal has been reviewed by me and discussed with my supervisor:

Employee Signature: _____ Title: _____

Prepared by: _____ Title: _____

Reviewed by _____ Title: _____

An employee may attach a statement to this form if the acknowledging does not represent agreement by the employee.

DRAFT