



DOUGLAS COLLEGE

EMPLOYEE PERFORMANCE EVALUATION

For Regular Staff and Posted Auxiliaries (= and > 4 Months Assignments)

INSTRUCTIONS FOR MANAGERS/SUPERVISORS

1. UPON HIRING NEW EMPLOYEES, THE MANAGER/SUPERVISOR WILL ADVISE THOSE EMPLOYEES THAT THERE WILL BE REGULAR PERFORMANCE EVALUATIONS.
2. CREATE A PERFORMANCE EVALUATION SCHEDULE FOR ALL STAFF IN THE DEPARTMENT.
3. ON THE SET DATE, INFORM THE EMPLOYEE OF THE SCHEDULED PERFORMANCE EVALUATION FORM.
4. SET A DATE FOR A PERFORMANCE EVALUATION MEETING WITH THE EMPLOYEE.
5. PROVIDE THE EMPLOYEE WITH THE PERFORMANCE EVALUATION PACKAGE AT LEAST FIVE (5) WORK DAYS PRIOR TO THE SCHEDULED PERFORMANCE EVALUATION MEETING, TOGETHER WITH A LETTER INFORMING THE EMPLOYEE ABOUT THE SCHEDULED EVALUATION.
6. INSTRUCT THE EMPLOYEE TO REVIEW THE PERFORMANCE EVALUATION PACKAGE AND COMPLETE AN EVALUATION OF HIS/HER OWN PERFORMANCE.
7. COMPLETE THE EMPLOYEE PERFORMANCE EVALUATION FORM, FOLLOWING THE "INSTRUCTIONS TO RATERS" NOTED ON THE PART 1 OF THE FORM.
8. **FIRST EVALUATION:** CONDUCT A PRIVATE MEETING WITH THE EMPLOYEE USING THE EMPLOYEE'S SELF-EVALUATION AND THE SUPERVISOR'S EVALUATION AS TOOLS FOR DISCUSSION. ESTABLISH MEASUREABLE OBJECTIVES AND A CAREER DEVELOPMENT PLAN FOR THE COMING YEAR.
9. **ENSUING EVALUATION:** CONDUCT A PRIVATE MEETING WITH THE EMPLOYEE USING THE EMPLOYEE'S SELF-EVALUATION AND THE SUPERVISOR'S EVALUATION AS TOOLS FOR DISCUSSION. ESTABLISH MEASUREABLE OBJECTIVES AND A CAREER DEVELOPMENT PLAN FOR THE COMING YEAR. MEASURE ACHIEVEMENT OF ESTABLISHED OBJECTIVES AND DETERMINE STATUS OF CAREER DEVELOPMENT PLAN GOALS FROM THE PREVIOUS YEAR. (EVALUATION MUST BE CONDUCTED AT LEAST EVERY 3 YEARS FOR REGULAR STAFF).
10. MAKE TWO (2) COPIES OF THE COMPLETED PERFORMANCE EVALUATION AND THE EMPLOYEE'S SELF-EVALUATION.
11. GIVE ONE (1) COPY OF THE COMPLETED PERFORMANCE EVALUATION AND THE EMPLOYEE'S SELF-EVALUATION TO THE EMPLOYEE.
12. KEEP ONE (1) COPY OF THE COMPLETED PERFORMANCE EVALUATION AND THE EMPLOYEE'S SELF-EVALUATION FOR YOUR DEPARTMENT FILES.
13. SEND THE COMPLETED PERFORMANCE EVALUATION AND THE EMPLOYEE'S SELF-EVALUATION, IN A SEALED ENVELOPE MARKED CONFIDENTIAL, TO HUMAN RESOURCES AT ROOM 4011, NEW WESTMINSTER CAMPUS.
14. HUMAN RESOURCES WILL PLACE THE FINAL EVALUATION IN THE EMPLOYEE'S FORMAL EMPLOYMENT FILE MAINTAINED BY THE COLLEGE.



EMPLOYEE PERFORMANCE EVALUATION

For Regular Staff For Posted Auxiliaries (= and > 4 Months Assignments)

EMPLOYEE NAME: _____ EMPLOYEE IDENTIFICATION NUMBER: _____
 JOB TITLE: _____ CLASSIFICATION NUMBER: _____
 DEPARTMENT: _____ DEPT. CODE: _____
 PERIOD OF EVALUATION: From: _____ To: _____
 TIME IN CURRENT POSITION: _____ TIME WITH THE COLLEGE: _____
 EMPLOYEE STATUS: Regular FT Regular PT Posted AX

PART I - INSTRUCTIONS TO RATER

Listed below are five performance factors, seven behavioral traits, and five supervisory factors that are important in the performance of the employee's job. Performance factors and behavioral traits must be utilized for all employees. The supervisor factors should be utilized only for employees with supervisory responsibilities. **NOTE: A rating of Unsatisfactory (1), Needs Improvement (2) or Superior (5) requires comments.** The "overall performance" evaluation should reflect the employee's total performance, including the performance factors as related to the employee's responsibilities and duties as set forth in the job description, behavioral traits and supervisory factors, if applicable.

DISTRIBUTION INSTRUCTIONS	<ol style="list-style-type: none"> 1. Return the original form to Human Resources Department Room 4011, New West Campus 2. Maintain one copy for your departmental records. 3. Distribute one copy to the employee
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MARKING INSTRUCTIONS	<ol style="list-style-type: none"> 1. The supervisor should indicate the employee's performance by using check box next to the appropriate level of performance.
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The following rating scale guide is being provided to assist the evaluator in assigning the most appropriate measurement of the employees' performance factors, behavioral traits and supervisory factors.

- 1 = **UNSATISFACTORY** – Consistently fails to meet job requirements; performance clearly below minimum requirements. Immediate improvement required to maintain employment.
- 2 = **NEEDS IMPROVEMENT** – Occasionally fails to meet job requirements; performance must improve to meet expectations of position.
- 3 = **MEETS EXPECTATIONS** – Able to perform 100% of job duties satisfactorily. Normal guidance and supervision are required.
- 4 = **EXCEEDS EXPECTATIONS** – Frequently exceeds job requirements; all planned objectives were achieved above the established standards and accomplishments were made in unexpected areas as well.
- 5 = **SUPERIOR** – Consistently exceeds job requirements; this is the highest level of performance that can be attained.

PART II - PERFORMANCE FACTORS

1. **Knowledge, Skills, Abilities** – Consider the degree to which the employee exhibits the required level of job knowledge and/or skills to perform the job and this employee’s use of established techniques, materials and equipment as they relate to performance.

Unsatisfactory..... Superior
 1 2 3 4 5

Comments: _____

2. **Quality of Work** – Does the employee complete assignments meeting quality standards? Consider accuracy, neatness, thoroughness and adherence to standards and safety rules.

Unsatisfactory..... Superior
 1 2 3 4 5

Comments: _____

3. **Quantity of Work** – Consider the results of this employee’s efforts. Does the employee demonstrate the ability to manage several responsibilities simultaneously; perform work in a productive and timely manner; meet work schedules?

Unsatisfactory..... Superior
 1 2 3 4 5

Comments: _____

4. **Work Habits** – To what extent does the employee display a positive, cooperative attitude toward work assignments and requirements? Consider compliance with established work rules and organizational policies.

Unsatisfactory..... Superior
 1 2 3 4 5

Comments: _____

5. **Communication** – Consider job related effectiveness in dealing with others. Does the employee express ideas clearly both orally and in writing, listen well and respond appropriately?

Unsatisfactory..... Superior
 1 2 3 4 5

Comments: _____

PART IV - SUPERVISORY FACTORS

1. **Leadership** – Consider how well the employee demonstrates effective supervisory abilities; gains respect and cooperation; inspires and motivates subordinates; directs work group toward common goal.

Unsatisfactory.....Superior N/A
 1 2 3 4 5

Comments: _____

2. **Delegation** – How well does the employee demonstrate the ability to direct others in accomplishing work; effectively select and motivate staff; define assignments; oversee the work of subordinates?

Unsatisfactory.....Superior N/A
 1 2 3 4 5

Comments: _____

3. **Planning and Organizing** – Consider how well the employee plans and organizes work; coordinates with others, and establishes appropriate priorities; anticipates future needs; carries out assignments effectively.

Unsatisfactory.....Superior N/A
 1 2 3 4 5

Comments: _____

4. **Administration** – How well does the employee perform day-to-day administrative tasks; manage time; administer policies and implement procedures; maintain appropriate contact with supervisor and utilize funds, staff or equipment?

Unsatisfactory.....Superior N/A
 1 2 3 4 5

Comments: _____

5. **Personnel Management** – Consider how well the employee serves as a role model; provides guidance and opportunities to their staff for their development and advancement; resolves work-related employee problems; assists subordinates in accomplishing their work-related objectives. Does the employee communicate well with subordinates in a clear, concise, accurate, and timely manner and make useful suggestions?

Unsatisfactory.....Superior N/A
 1 2 3 4 5

Comments: _____

PART V - GOALS/OBJECTIVES/SPECIAL ASSIGNMENTS

Where goals, objectives, projects, special assignments, etc. have been clearly established, progress of these tasks should be evaluated. In cases where special goals or objectives are not appropriate, the supervisor should identify the major duties and/or responsibilities of the job and evaluate the employee accordingly. List and evaluate progress made on major pre-determined goals, objectives, projects, job duties and special assignments by marking the appropriate box. The "Comments" space may be used for satisfactory progress but must be used for unsatisfactory progress. Attach additional sheets if necessary.

1. Goal/Objective/Project/Major Job Duty/Special Assignment

Accomplished or Satisfactory Progress Unsatisfactory Progress (See "Comments" Below)

Comments: _____

2. Goal/Objective/Project/Major Job Duty/Special Assignment

Accomplished or Satisfactory Progress Unsatisfactory Progress (See "Comments" Below)

Comments: _____

3. Goal/Objective/Project/Major Job Duty/Special Assignment

Accomplished or Satisfactory Progress Unsatisfactory Progress (See "Comments" Below)

Comments: _____

4. Goal/Objective/Project/Major Job Duty/Special Assignment

Accomplished or Satisfactory Progress Unsatisfactory Progress (See "Comments" Below)

Comments: _____

PART VI - OVERALL PERFORMANCE

Please use this space to describe the overall performance rating. The overall rating should be a reflection of the performance factors, behavioral traits and supervisory factors.

Unsatisfactory Superior
 1 2 3 4 5

Comments: _____

SIGNATURES

Rater: _____ Date: _____

Reviewer: _____ Date: _____

Comments: _____

PART VII - TO THE EMPLOYEE:

I have been advised of my performance ratings. I have read and discussed the contents of this review with my supervisor.

This confirms that I agree with the evaluation:

Signature: _____ Date: _____

This confirms that I disagree with the evaluation:

Signature: _____ Date: _____

My comments are as follows (optional) (attach additional sheet/s if necessary):

APPENDIX 1: ESTABLISHMENT OF OBJECTIVES

With reference to the position responsibilities, list below the goals, objectives, projects or special assignments which should be continued and/or completed in the coming year. It is understood that these goals, objectives, etc. are subject to adjustment or change as situations and priorities change. A copy of this section should be kept in departmental files so that it can be updated as the situation warrants and so that it can be used to assist the rater at the end of the next evaluation period. Annually, attach a copy of this completed form to the performance evaluation.

GOALS/OBJECTIVES/MAJOR DUTY/PROJECT/SPECIAL ASSIGNMENTS

1. _____
2. _____
3. _____
4. _____

Supervisor's Signature: _____ **Date:** _____

Employee's Signature: _____ **Date:** _____