

# Job Evaluations



Do's &



Don'ts



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## Your Evaluation: A Conference or A Consequence?

AT SOME TIME OR ANOTHER, all employees are formally evaluated by their supervisors. Most often these evaluations are not grounded in an accurate reflection of the job function. It is therefore most important to begin an evaluation process with a meaningful job description that accurately describes the current job function and the responsibilities of the position.

Evaluations build a written record for the performance of duties outlined in the job description. They should also be a reaffirmation of the skills and strengths the employee brings to the job, and may include a positive plan for personal improvement.

This brochure has a dual purpose:

- To help **members** better prepare for an evaluation and a conference.
- To help **local associations** establish a meaningful **evaluation process** and **instrument**.

## Your Evaluation: Objectives

- To ensure communication between supervisor and employee about job expectations and performance.
- To maintain and/or improve individual employee performance by developing a plan of action to follow during a given period of time.
- To provide written documentation of performance for use in transfers, promotions, and classification requests.
- To clarify job expectations and provide a system by which each employee can communicate interests, goals, concerns and feelings.

## The Evaluation Instrument Should Provide:

- A list of job expectations and duties.
- A narrative description relating to performance, and specific recommendations for improvement, if necessary.
- The identity, variety, and complexity of the tasks required by the position.
- The identity, measurement, and maintenance, where appropriate, for the safe operation of all machines used.

Job descriptions clarify who is responsible for certain tasks, and help the employee understand the specific responsibilities of the position. Job descriptions are also helpful to applicants, supervisors, and personnel staff at every stage in the employment relationship. Accurate job descriptions are a prerequisite for accurate and meaningful evaluations, wage and salary surveys, and an equitable wage and salary structure.

## The Evaluation Process Should:

- Be negotiated (if possible), otherwise . . .
- Be part of the School Board policy with Association input.
- Be separate from any employer *discipline conference*.
- Contain a process that develops objective standards and identifies goals.
- Provide for a yearly evaluation with a beginning and ending date.

- Provide for a written evaluation instrument.
- Provide for a minimum and maximum number of formal observations.
  - Contain an advance notice to employees of the length, number, and date of observations.
  - Provide for a written synopsis of any observation that may be used in an evaluation. Such synopsis shall be presented to the employee within five days of the observation.
  - Provide for an employee improvement plan following any observation that is unsatisfactory or that needs improvement.
- Outline the components of a written employee improvement plan, including:
  - areas where improvement is needed;
  - specific suggestions for improvement;
  - additional resources to be used to assist with improvement;
  - evaluator's role in assisting employee;
  - techniques for measuring improvement;
  - scheduled time for monitoring or a follow-up observation.
- Provide that employees receive their observation report at least three days prior to a conference.
- Provide the right of employees to respond to observations and evaluations in writing, and to have the response included in the record.

## Signing the Record

**It should be understood that the employee's signature merely indicates that the employee is aware of the document and/or the evaluation conference. It should not indicate agreement. If the employee believes that the signature may denote agreement, then add a statement before signing, such as "receipt acknowledged."**

## Your Evaluation Conference

- Understand what you want to accomplish.
- Start with some positive comments about yourself.
- Remain rational and confident. Refuse to rush. Request more time if necessary.
- Make notes, in writing.
- Clarify with your supervisor just what will be included in the record. Get it in writing! Introduce your own materials, such as letters of commendation, past memos, work orders, etc. **Save all praise!**

## Job Evaluation Do's

- Review your job description and any updates.
- Review copies of any previous evaluation reports.
- Review policy manuals/department handbooks, and any other written instructions.
- Keep your own file.
- If you believe disciplinary action may be involved in your evaluation, consult with your Association Representative, Uniserv Director, or Uniserv office.

## Job Evaluation Don'ts

- Don't evaluate yourself.
- Don't agree to, or identify, deficiencies!
- Don't accept inaccurate information, erroneous comments, or hearsay. Request detailed information in order to "set the record straight."
- Don't get involved in confrontation.
- Don't assume that all positive comments will appear on the record! Request that they be included.
- Don't hesitate to postpone the conference if you are not ready. Request another time.
- Don't agree to ambiguous and/or open-ended goals or criteria that could result in post-evaluation difficulties. Insist that goals be measurable, reasonable, and positive.