

---

Evaluation Report

---

10500 -10510

---

10500 Employee Performance Evaluation

Under the rules for the Merit System of Personnel Administration, an appraisal of an employee's performance is required as a condition preliminary to:

1. Permanent appointment of a probationary employee;
2. In-grade step or salary increase of a permanent employee;
3. Promotion.
4. Annual assessment of competency of agency staff.

The employee performance evaluation is intended to do the following:

1. To help supervisors counsel on ways to strengthen job performance.
2. To indicate whether or not an employee is performing satisfactorily.
3. To identify employees with potential for assuming greater levels of responsibilities.
4. To provide a tool for discussing unsatisfactory performance with employees and written documentation of specific deficiencies.

Every effort should be made to correct deficiencies and additional non-scheduled reports may be desirable before recommendation for demotion or dismissal are made.

10510 Evaluation Report Schedule

Completed Evaluation Reports are due in the Personnel Section not later than the last day of the month assigned for completion. County reports include County Directors, Casework Personnel--both Assistance Payments and Services--and clerical personnel assigned to those counties.

AUGUST:	Arkansas County Social Services Office through Cleveland County Social Services Office
SEPTEMBER:	Columbia County Social Services Office through Franklin County Social Services Office
OCTOBER:	Fulton County Social Services Office through Jefferson County Social Services Office
NOVEMBER:	Johnson County Social Services Office through Miller County Social Services Office
DECEMBER:	Mississippi County Social Services Office through Pike County Social Services Office
JANUARY:	Poinsett County Social Services Office through Pulaski County Social Services Office

## Evaluation Report

10510-10520

10510 Evaluation Report Schedule - (Continued)

FEBRUARY:     Randolph County Social Services Office through  
                  Washington County Social Services Office

MARCH:        White County Social Services Office through  
                  Yell County Social Services Office

APRIL:        Programs Division - State Office  
                  (Includes all staff assigned in support of Division and  
                  Section allocations, State Office)

MAY:          Food Services Division  
                  (Includes all staff assigned, both State Office and  
                  County Food Stamp Offices)

JULY:         Medical Division  
                  Executive Division  
                  Office on Aging

10520 Preparation for the Evaluation

1. Familiarize yourself with the contents of the evaluation form. Analyze its general scope as well as the detailed instructions.
2. Understand thoroughly the duties and requirements of the particular position held by the employee to be rated.
3. Use a process of objective reasoning, eliminating personal prejudice, bias, or favoritism. For example, don't allow your personal like or dislike of certain mannerisms or aspects of personal appearance to blind you to the more important measures of competency or effectiveness.
4. Don't assume that excellence in one factor implies excellence in all factors. Observe and analyze the employee's performance objectively in terms of each factor listed on the rating form.
5. Base your judgment on demonstrated performance - not on anticipated performance. The evaluation is to be based on what has happened, not what might develop.
6. Evaluate on the experience of the entire rating period. It is better not to consider only single accomplishments or failures or the most recent performance. Neither should important single instances of faulty or brilliant performance be ignored. They should be considered in context with the total performance for the period.
7. Consider seniority apart from performance. An employee with a short service record may not necessarily be less effective than one with a longer term of employment. Seniority does not guarantee excellence.
8. Consider the requirements in terms of the level of the position. A Clerk II may well be meeting the requirements of her position more effectively than her immediate supervisor does in his position in a higher classification.

10530 Evaluating the Probationary Employee

The probationary, or working test period, is the final and most important stage in the selection process of quality employees. By the end of the probationary period, supervisors should have complete confidence that the probationary employee being evaluated fully meets or exceeds agency performance standards in every important factor if he is to be recommended for permanent status.

It should be noted that probationary employees may be released at any time during their first six months of service without appeal, if, in the judgment of the appointing authority their dismissal is in the best interests of the agency. Should the supervisor have a question in his mind as to the general fitness of the probationary employee for the position, he should seriously consider the consequences of burdening the agency with an employee who may be a net liability rather than a net asset. He should also consider the possibility that it would be a disservice to the employee to retain him in a position for which he is poorly suited or altogether unsuited, thus directing him away from seeking a more productive and rewarding type of employment.

10540 Considerations to be Made in the Preparation of the Rating

1. Choose a place where you can work without interruption for a period of time, and where unauthorized persons will not see the forms.
2. The report should be typed or written in ballpoint (blue or black) and any changes, corrections, or deletions on the report must be initialed by the employee.
3. Be generous in rating the best of the employee's qualities, but be severe in rating weaknesses. Don't create over-confidence in an employee when improvements are really needed. Trying to avoid an unpleasant situation or risk of losing the employee's friendship by over-rating him is unfair, both to him and to the agency.
4. Use the spaces for comments. Thoughtful comments give the more complete picture of the employee's performance. Note that specific written explanations are required for each element checked other than standard. Do not hesitate to use attachments if you find there is insufficient space for your comments.
5. Consider unusual circumstances such as employees you have observed for less than six weeks, employees who have done poorly as a result of temporary ill health or other unavoidable conditions. In all unusual circumstances, evaluate the actual work performance, but comment fully to indicate reasons.
6. The major factors shown on the Performance Evaluation Report are divided into elements. The rater should rate only the elements.
7. The Summary Evaluation is the entire report condensed into seven factors rated at one of four performance levels. Your summary evaluation should logically reflect performance levels indicated by your checks in the Employee's Evaluation Report.

10550 Factor Definitions

- I DEPENDABILITY - The capacity of the employee to meet the demands that the Agency is imposing on him. The ability of the Agency to rely upon the employee and the employee to rely upon the Agency.
- II QUALITY - The degree of excellence with which the work is done, its accuracy, neatness, and completeness. Quality is dependent upon three divisions: organization, job knowledge, and application by the employee of job knowledge and use of organization.
- III INITIATIVE - That ability to conceive ideas and begin action on implementing work with minimum supervision.
- IV ADAPTABILITY - The ability of the employee to adjust to changing circumstances; modification of behaviour to conform to Agency requirements.
- V DISCRETION - The self-control and judgment of the individual where it pertains to Agency interest.
- VI ATTITUDE - How the employee works with and personally affects other employees. How he accepts and responds to authority and how he represents his Agency in his public contact.
- VII COMMUNICATION - Ability to manipulate language symbols and to formulate and express thought.

Raters should not assume that all of the factors are of equal importance. Since the Agency is primarily concerned with job performance of the employee, the factor of "quality" is given the greatest weight. Two other factors -- dependability and adaptability -- are considered next in importance for Agency purposes and should be considered as having more weight than the remaining factors.

10560 Criteria for Rating

A four-point scale is provided for rating employee performance:

1. Above Standard: This denotes performance which meets or more than meets maximum requirements for the area of work under consideration. Only after an unusual excellence in performance has been clearly demonstrated will this rating be given.
2. Standard: The standard rating is used to signify that an employee is clearly meeting at least minimum requirements for the area of work under consideration. This level of performance is accepted as completely satisfactory.
3. Below Standard: This term indicates a level of performance for an area of work which is just under minimum expectations. There has been continued improvement which gives basis for anticipating achievement of standard performance before his next evaluation is due.

---

Evaluation Report

---

10560-10570

10560 Criteria for Rating - Continued

4. Unsatisfactory: Such performance for an area of work is clearly below minimum expectations. There is a lack of obvious movement toward standard and, in general, insufficient grounds for anticipating acceptable performance within the foreseeable future.

10570 The Evaluation Interview

1. Determine what you want to accomplish in the interview and plan your discussion accordingly. You should have as your main objectives an improvement in the employee's performance and potential for contribution to the work of the agency.
2. Plan to meet in private. If this is the employee's first evaluation interview, anticipate curiosity, tension, or anxiety, and be prepared to minimize these.
3. Emphasize that you consider the interview highly important.
4. Help the employee feel that the interview is a constructive, cooperative one, by placing primary interest upon his development and growth.
5. Be open-minded to the opinions and facts presented by the employee. Be willing to learn about him. Don't dominate or cross-examine. Avoid argument. Remember that the employee must do most of the talking at some point of the interview.
  - a. In bringing his opinions and feelings to the surface and to your attention;
  - b. In gaining a better understanding of himself;
  - c. In identifying his own areas of needed or potential improvement and in making plans for their accomplishment.
6. Pick the right day, time and place. Don't conduct the interview too soon after a disciplinary action or reprimand. Pick a time when you are in a good mood and when you have reason to believe the employee feels likewise.
7. Talk about the employee's strengths first, covering each point in some detail. This helps start the interview off on the right foot. Remember that the aim is to encourage or sustain high quality performance, not to "bawl out" the employee.
8. While building upon the employee's strengths, do not fail to discuss his weaknesses or failures and how he can prevent or curtail them in the future. Here introduce your suggestions for a specific improvement program.

10570 The Evaluation Interview - Continued

9. You should close when you have made clear whatever points you intend to cover; when the employee has had a chance to review his problems and release any emotional tensions that may exist; when plans of action have been cooperatively developed; and when you and the employee are at a natural stopping point. Always reassure the employee of your interest in his progress, and indicate willingness to take up the discussion again at any time.
10. Complete the Evaluation Report Summary, secure the employee's signature, date and sign the report. Forward the Evaluation Report and Summary through your immediate supervisor (person who evaluates your performance). See Forms Manual Page 69