

ARKANSAS SCHOOL FOR THE DEAF

Policy Type	Subject of Policy	Policy No.
Administrative	Personnel Performance Evaluation System	1012

PURPOSE: The Arkansas School for the Deaf has developed a performance evaluation and performance increase pay system for employees covered by the Uniform Classification and Compensation Act. The pay-for-performance system, called Performance, Goals, and Compensation System (PGCS) is an electronic system accessed through the [Empowering Arkansas State Employees \(EASE\) application](#).

The objectives of the system are as follows:

- Improve the communication between supervisors and subordinate staff
- Evaluate employee's performance systematically based on performance standards.
- Determine employee training needs to assist in improved individual performance.

To accomplish the above, the supervisor and employee must discuss the duty areas and standards of performance that will be used in the evaluation process. These elements are to be monitored by the supervisor on an ongoing basis with appropriate feedback given to the employee during the evaluation cycle.

PERFORMANCE INCREASES

All increases are subject to the availability of funding as determined by the Governor and the Chief Fiscal Officer of the State. Available funding and performance results will determine the final percentage increase for each department. This is typically determined at the end of the fiscal year (early June). Performance increases will be added to the employee's base salary. Employees compensated at the maximum pay level will receive a lump sum payment.

SCOPE: This policy applies to all employees within ASD covered under the classification provisions of Arkansas Code Annotated § 21-5-1001 and § 21-5-1101.

- Performance Evaluation Rating Period:** The rating period established for evaluations shall be June 1 to May 31 each year. Employees at ASD will be evaluated, at a minimum, on an annual basis. New employees, transfers, those that have been promoted/demoted or whose performance is unsatisfactory should be evaluated monthly during the probationary period.
- Performance Evaluation:** Performance standards should be established for the employee within the first thirty (30) days of a hire, promotion, demotion, or transfer. Functional job descriptions should be provided to the employee and a signed copy kept in their personnel file in Human Resources.

ARKANSAS SCHOOL FOR THE DEAF

Policy Type	Subject of Policy	Policy No.
Administrative	Personnel Performance Evaluation System	1012

C. Rating Categories

- a. **Role Model** – Employee's performance is exceptional and serves as a model for other employees. The employee made a major positive impact on the agency.
- b. **Highly Effective** – Employee's performance consistently surpasses established standards. The employee accomplished tasks and duties above requirements and made a positive impact on the agency.
- c. **Solid Performer** – Employee's performance meets all requirements for the position in a competent and proficient manner. This represents the expected level of performance as established by the agency director or supervisor.
- d. **Needs Development** – Employee's performance periodically falls short of requirements, or the employee requires development in the position.
- e. **Unacceptable** – Employee's performance is inadequate, and the employee has demonstrated an inability or unwillingness to improve or meet requirements.

D. **PERFORMANCE STANDARDS:** OPM has determined statewide performance standards called Groups and Measurements. A department will select from the Groups and Measurements to establish the criteria each employee will be evaluated on during the rating period.

E. **DISTRIBUTION:** Departments will be provided a normalized distribution curve, and overall performance evaluation results will be determined by the Department Secretary.

F. **TRAINING:** All employees will be provided information regarding the PGCS by their supervisor. It is the responsibility of all reviewing officials to ensure that all rating supervisors are trained in the PCGS.

G. **MONITORING:** ASD requires all supervisors to monitor employee performance continuously during the evaluation period, provide periodic feedback, and if necessary, employee training.

ARKANSAS SCHOOL FOR THE DEAF

Policy Type	Subject of Policy	Policy No.
Administrative	Personnel Performance Evaluation System	1012

- H. **DOCUMENTAION:** All ratings other than SOLID PERFORMER must be justified by documentation. Disciplinary forms, emails, etc.
- I. **UNSATISFACTORY PERFORMANCE:** A supervisor may recommend termination or placement of an employee on probation for all categorical ratings of less than satisfactory performance in a critical or overall rating performance factor(s). Appropriate documentation should be available to support the rating.
- J. **EQUAL EMPLOYMENT OPPORTUNITY:** This policy shall be administered in a non-discriminatory manner as it relates to an individual's race, color, creed, sex, age, religion, national origin, mental or physical disability, disabled veteran, Vietnam era, veteran status, or political affiliation.
- K. **CONFIDENTIALITY:** Performance evaluations are confidential and are not to be shared with individuals who do not require access. Any employee found to have violated confidentiality will be subject to disciplinary action up to and including termination.
- L. **FAILURE TO COMPLETE AND SUBMIT PE:** A manager who fails to complete an employee's performance evaluation by the designated deadline may be ineligible for a performance increase or subject to disciplinary action as determined by the Department Secretary.
- M. **DISCIPLINARY ACTIONS:** An employee who received a written disciplinary action during the rating period is ineligible to receive an overall rating of Highly Effective or Role Model. Each department has the authority to establish additional restrictions.
- N. **EMPLOYEES ON INACTIVE STATUS:** An employee on extended leave without pay, including military leave, will be evaluated and receive an overall score during the same period as other employees. The salary increase will be effective when the employee returns to active pay status and will not be applied retroactively.
- O. **APPEAL PROCESS:** There is no statewide appeal process. Each department may establish its own internal process for reviewing employee appeals of performance evaluations.
- P. **ADDITIONAL RESOURCES:** Employees are encouraged to talk with their supervisor or human resources manager regarding any department-specific questions about the performance evaluation process.

ARKANSAS SCHOOL FOR THE DEAF

<u>Policy Type</u>	<u>Subject of Policy</u>	<u>Policy No.</u>
Administrative	Personnel Performance Evaluation System	1012

GUIDELINES

A. Job tasks, Duties and Responsibilities:

OPM develops generic specifications for each job classification which include general examples of duties which might be performed. Supervisors (raters) develop functional job descriptions with tasks to tailor the class specifications to the specific ASD functional activity. The functional job description/tasks (your primary tasks, duties, and responsibilities) and performance factors are meant to guide the employee during the rating period and are not intended to address every minute of the workday. Employees are responsible for contacting their supervisors for clarification if needed. Assigned functional job tasks, duties and responsibilities may not be contested or refused.

B. Rating Employees:

A rater must have the ability to determine the quality and quantity of employee work; be familiar with the duty areas to be performed by the employees to be evaluated; and be able to periodically observe, review and document employee job performance. An annual performance appraisal must be completed on each employee. Throughout the evaluation period, the rater should monitor performance and provide appropriate feedback to the employee. It is important that employees can provide input into the performance review process. **Performance evaluation ratings require prior approval and sign-off of the Superintendent before discussion with the employee.**

PROCEDURES

A. Employee

Employees should maintain records of job duties performed, recognition, training, and other accomplishments, and provide desired input to the supervisor prior to the end of their rating period.

B. Rater

Raters (supervisors) manage the performance evaluation process as follows:

- a. Functional Job Description and Tasks – Supervisors must develop and review the Functional Job Description and Tasks annually (revising as appropriate) for each employee. Supervisors should consider employee questions, concerns, or recommendations regarding the job description; however, the supervisor has the final authority to prescribe job duties and tasks. Employee and supervisor signatures are required to indicate understanding. The supervisor must provide a signed copy to the employee and Human Resources at the beginning of each rating period.

ARKANSAS SCHOOL FOR THE DEAF

<u>Policy Type</u>	<u>Subject of Policy</u>	<u>Policy No.</u>
Administrative	Personnel Performance Evaluation System	1012

- b. Performance Evaluation – Supervisors must provide the employee a copy of the appropriate “Performance Evaluation” and the Functional Job Description, at the beginning of the rating period.
 - c. During the rating period – Supervisors must monitor employee performance. If the rater determines an employee’s performance has fallen below satisfactory in one or more duty areas, he or she must contact the Human Resources Office for guidance in counseling the employee and, if warranted, place him/her on performance probation and document the action. The rater must provide constructive feedback and encourage the employee to perform his/her best. When substantial changes in the job occur, the supervisor must promptly update the Functional Job Description/Tasks, obtain supervisory review and approval, and provide a signed copy to the employee.
 - d. End of the rating period. The rater must perform the following:
 - i. Schedule the review and, obtain and consider any employee performance input provided.
 - ii. Accurately rate the employee’s performance in the Performance, Goals, and Compensation System (PGCS) accessed through the [Empowering Arkansas State Employees \(EASE\) application](#) considering any employee’s performance input, contents of the supervisor’s file, and knowledge of the employee’s performance. Scores above or below Solid Performer must be justified in writing.
 - iii. Prior to any performance review with the employee, forward the completed Performance Evaluation to the reviewing official for comment and signature.
 - iv. Make appropriate adjustments based on reviewing official comments.
 - v. Review the Performance Evaluation with the employee. Also have the employee re-sign the agency’s code of ethics and rules of conduct acknowledgement document.
 - vi. An employee who receives an “unsatisfactory” rating on his/her performance evaluation is not eligible to receive a merit pay increase.
- C. Reviewing Official – The responsibilities of the reviewing official are as follows:
- a. Ensure duty areas and tasks are clearly expressed, aligned with the job classification, and lead to established goals, objectives, mission, expected

ARKANSAS SCHOOL FOR THE DEAF

Policy Type	Subject of Policy	Policy No.
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practices and outcomes.

- b. Ensure ratings are timely, fair, and consistent with recorded performance results. Employee comments concerning the evaluation are appropriately addressed, and documentation justifies ratings.

D. Documenting Performance Results

- a. Observation and/or documentation of employee performance begins as soon as performance standards are established and continues throughout the evaluation period.
 - i. Documentation should be consistent within the department.
 - ii. Document activities, not attitudes. Write down actual behavior observed, not how you feel about it.
 - iii. Document incidents that describe all levels of performance, both exceptional and unsatisfactory.
 - iv. Record and discuss the activity as soon as possible after the occurrence.
 - v. Record only facts, not hearsay or opinions.
 - vi. Ensure all information within the file is professional and legally defensible in the event of a Freedom of Information Act request.
- b. As the date of the employee's evaluation conference approaches, the supervisor will refer to all documents used to record employee performance during the evaluation period.
- c. When employee performance is applied to the established standards, the results can be objectively measured - either standards have or have not been met. However, extenuating circumstances can prevent an employee from meeting his/her performance standards. Such circumstances should be fully documented, and the employee not held accountable.
- d. An assessment of the work performed should be more than a determination of whether the standards were met. They should include a brief narrative that specifies how the standards were met and any other accomplishments or problems evident during the evaluation cycle.
- e. Documentation and/or results of employee performance are not carried over from one rating period to another. Employees are rated on the current evaluation period, not on information from past evaluation periods.

ARKANSAS SCHOOL FOR THE DEAF

<u>Policy Type</u>	<u>Subject of Policy</u>	<u>Policy No.</u>
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- f. Two (2) files are required for each employee: the official file located at the Human Resources Office and the supervisor's file. Only pertinent information that supports the performance assessment given by the rating supervisor should be retained. These files must be kept available for employee review.

APPROVED

Superintendent, Arkansas School for the Deaf

Date

Chairman, Arkansas School for the Deaf School Board

Date

Administrator, Office of Personnel Management

Date