

EMPLOYEE PERFORMANCE EVALUATION POLICY

PURPOSE

To provide a process by which the job performance of each employee is evaluated for purposes of competency, development, and counseling to create opportunities for growth and making G.O.O.D. (Goals, Options, Outcome, Decision) decisions that support making a positive difference in people's lives.

SCOPE

This policy applies to the employee performance evaluation process of all LADD employees.

POLICY

The employee performance evaluation process will accomplish the following objectives:

1. Enhance individual employee performance and ensure effective business operations.
2. Evaluate the skills, abilities and knowledge of the individual to do their job efficiently and effectively.
3. Summarize both formal and informal performance discussions held with employees throughout the previous year.
4. Document performance areas in which employees do well and those areas, which require improvement.
5. Establish performance goals and plans to correct performance shortcomings.
6. Document a connection between the employee's performance and the Mission, Vision and Values.

STANDARDS

1. Timing for Completion – All LADD employees will receive a performance evaluation annually.
2. Review – Performance Evaluations should be reviewed with the next level of management for comment and/or additions before the performance evaluation is reviewed with the employee.
3. Performance Evaluation Discussion – Management will hold a discussion with the employee regarding the evaluation. The discussion should be held at a prearranged time in a private location free from interruptions.
4. Employee Signature – The employee will be asked to comment on the evaluation and acknowledge it by signing the form. He or she will then be given a copy of the signed evaluation.

PROCEDURE

Each year Management is required to do an annual performance review on all of their employees. These performance reviews are given to help create opportunities for growth for our employees; both professional and personal growth (part of our LADD Values)! It also meets CARF standards for performance management. Each performance review should be a positive and interactive process whereby both the direct supervisor and the employee that is being reviewed receive information about his or her success in meeting their goal(s) and job responsibilities.

1. The first thing you will need to do when completing a performance review on an employee is pick the correct Performance Review Form. These are located in the Management Manual under Personnel and Employment: Evaluations. There are now three forms that can be used:
 - **Performance Review Service Support Personnel:** This form should be used when completing a performance review on any employee that works in the Service Supports field. (Professional Care Technicians (PCTs), Coordinators, Assistant Managers, Program Managers, Area Supervisors, Regional Directors and Other service positions)
 - **Performance Review Office Support Personnel:** This form should be used when completing a performance review on any employee that works in an office support position. (Specialist, Coordinator, Manager, Supervisor, Director and Other office positions)
 - **Performance Review Maintenance Personnel:** This form should be used when completing a performance review on any employee that works in the maintenance department.
2. Once you have selected the appropriate Performance Review form you should begin completing the form for the employee you have selected. Please save a copy of the form first in your own evaluation files before you begin typing on it. We recommend that you start a folder under your files and complete these

electronically for each employee so that you can copy/paste from the reports available to you, emails you might have received, etc.

3. Start by completing the top right section of the form with the employee's information.
 - Fill in the Employees full legal name. First name and then last name. Use **Large/Bold** Font here
 - Check correct box that indicates the employee's title. If the Other box is selected please write the employees title in the given space.
 - Fill in the employee's Direct Supervisors name. (If you are the Manager this is where your name should go.)
 - Fill in the review year with the current evaluation year as well as the Years of Service box to indicate how many years the employee has been with the company.
4. Once the top portion has been filled out with the Employee's information you can now begin completing the performance review. The first section of the review is Performance Competencies. The new Performance Review lists eight job essentials that the employee will be evaluated on. Each essential has three check boxes next to it (Yes, No, and New). See Below for example:

Yes:	Performance is consistent.	Yes	No	New
No:	Performance is not meeting standards and must be improved. Comments and action required.			
New:	Employee has not been in position long enough to have demonstrated the essential elements of the position and will be reviewed at their next evaluation.			
1. Knowledgeable about and actively support 1) the ability to train/monitor/assist the people we support with implementation of their PCP, 2) culturally competent, recovery based practices 3) a trauma informed culture to aid individuals in their recovery process. <i>Comments:</i>		☐	☐	☐

If you check the 'no' box you must fill in the comments section with improvement actions. If a no is checked you will also need your Supervisor to review and sign the performance review as this is an indication that the staff is having serious difficulties in performing their job. The 8 areas evaluated are part of the Job Essential functions so all employees need to meet them with or without accommodations. Make sure to talk with the employee to see if they need an accommodation. If so, contact the HR Dept. for assistance.

5. Once you have completed the Performance Competencies section you can then move on to the Performance Summary (the narrative portion of the performance review). In this section it will ask three questions:

1. What were the employee's goals for this evaluation year:
This is where you will list the previous year's goal(s).
2. How did the employee meet these goals :(review attached from employee & include data and Management feedback)
This is where you would document all the ways that the employee has met their goal(s) for the current evaluation year. Keep in mind that you can use the Making the Difference submissions as well as any other form of goal tracking that you have implemented such as a 'Feedback Board' in your home, comments that were emailed to you from Guardians or Supports Coordinators, etc. Use this area to share with your employee all the positive feedback from others as well as yourself for this past year! You will also have the data and feedback the employee brought you that you need to attach to the evaluation. Take time to review this with your employee and add your additional comments/feedback.
3. List the employee's goals for the upcoming evaluation year:

This is where you will list the new Organization Wide goal for the upcoming evaluation year. Every position within the company will be working on the same goal throughout the year. This will make it easier for all employees to help each other reach their goals working as a TEAM (again, part of our LADD Values). This is also the area to add any additional goals that you may feel the employee needs. If you had a 'No' check marked; you will definitely be giving a related goal to that specific employee in conjunction with the Company Wide Goal for the year.

6. Once you have completed the Performance Summary section you are complete with the preparation of the Performance Review document. Please remember that if you checked a 'no' box on any of the Performance competencies your Direct Supervisor will need to review and sign the document before you meet with the employee to discuss.
7. Print the Annual Health Status and Ability to Meet Job Essentials form to have the employee fill out and sign during the evaluation.
8. You will set up a time/date/place to meet the employee to give them their review. You will also need to inform them of their portion of the evaluation which is to bring with them a narrative of what they have accomplished this past year in meeting their goals. Please keep in mind the meeting should occur in a quiet area where no interruptions will occur and sensitive information is kept confidential.
9. Before the meeting date you will also need to gather the appropriate incentive gifts so that you have them ready for the employee at the time of the Performance Review meeting. You are now ready to meet with the employee. Please keep in mind that during the meeting:
 - You should allow plenty of time to conduct the performance review; this will help alleviate concern about time restraints.
 - Talk about the employee's strengths as well as areas for improvement. A major purpose of the performance review is to acknowledge and encourage high quality performance. We should be encouraging our staff and building them up; Making The Positive Difference in their Lives!
 - When discussing areas of improvement, be able to include specific suggestions and action plans for improvement. You and the employee should agree on specific actions to be taken for the upcoming year and the goal they will be working to get them back on track.
 - Remember – a major goal of performance reviews is to open an effective channel of communication between the employee and their direct supervisor. Therefore, let the employee do some talking as well and be willing to learn from them.

Once you and the employee are done going over the Performance Review you will need to review the employees Emergency Staffing Category (description found in section one of the Emergency Guidebook) and write in the correct category, review of the Job Description and finally have them sign an Annual Health Status Review and Ability to Meet Job Essentials form. Review and check the appropriate boxes at the bottom of the Performance Review that they have done all the above. You will also need to have them check the box that states they received their incentive gift and have them write down what they received.

10. Once you have completed the above the Performance Review can now be signed by you and the employee.
11. Once this is done you should then make a copy for the employee to take with them. This is a document they should be proud to share with their family and friends!
12. Finally – the performance review is complete. Now it must be scanned to the HR Department along with the Annual Health Status Review and Ability to Meet Job Essentials document to be filed into their Personnel file.