

LANSING SCHOOL DISTRICT

EVALUATION PROCESS FOR LAES EMPLOYEES

DECEMBER

Conference between the employee and his/her supervisor(s) to:

1. Discuss work performance expectations and any changes that will occur during the year related to the employee's duties;
2. Review the areas that may need attention; and
3. Provide the employee with a copy of the evaluation for self-evaluation (to be used in spring conference).

APRIL

Conference between the employee and his/her supervisor(s) to:

1. Discuss the completed form;
2. Provide copies to the supervisor(s) and the employee; and
3. Discuss improvement plans, if applicable (copy should be attached).

ORIGINAL EVALUATION (INCLUDING IMPROVEMENT PLAN, IF APPLICABLE)
IS DUE IN HUMAN RESOURCES BY **APRIL 30.**

INSTRUCTIONS FOR THE EVALUATION PROCEDURE

1. Carefully read and understand the guidelines.
2. Review the evaluation form until each rating factor and all definitions are completely familiar to you.
3. Reserve the final rating of a factor until the employee-supervisor discussion is underway. Rate the employee by checking (X) in the appropriate box beside each factor only after careful thought and during the discussion period.
4. Any individual factor rated "Needs Improvement," or "Unsatisfactory" requires comment.
5. An evaluation of "Unsatisfactory" **must** be accompanied by an improvement plan.
6. Neither alterations nor comments are to be made on the form after the secretary and supervisor have signed it.
7. The employee may submit a written rebuttal if he/she is not in agreement with the total evaluation or any part of it.

GUIDELINES AND RATING

1. **Be objective** in your assessment and let the individual realize that your appraisal is not unalterable and permanent. Be prepared to revise your appraisal based upon new understandings which can develop during the interview. Be willing to learn about the employee and his/her job.
2. **Listen** attentively and ask questions about what you hear. Questioning can avoid disagreements and stimulate new insights. The employee being rated must do some talking if he/she is to express feelings and take initiative for self-improvement.
3. **Be as forthright and candid** as you believe you can be without having a demoralizing effect upon the employee.
4. **Be self-critical.** Before you criticize a secretary for a sub-par job, ask yourself frankly, "Has my leadership contributed in any way to his/her deficiency?"
5. **Be specific.** Vague generalities don't solve problems. Explain in clear-cut language where the employee is falling short, what he/she can do to correct mistakes. Make sure he/she understands precisely what standards are expected.
6. **Criticize the work, not the person.** Try to avoid personalities when discussing a secretary's job performance.
7. **Comment on improvement.** If an employee corrects a shortcoming which you have criticized, let him/her know you have observed improvement.
8. **Emphasize strong points.** Be as specific about strong points as you would be about the weaknesses. The skillful leader plays to the strengths of employees. It is better for workers to develop special talents and skills than it is to spend all their time trying to correct weaknesses. Point out workers' deficiencies and help them try to minimize them. If you spend all your time helping to correct the negative, you will accomplish little in developing the positive.
9. **An appropriate time and place** conducive to encouraging communication should be selected for the performance review.
10. **Set goals.** If a need for improvement is indicated as a result of the rating, the supervisor and employee will formulate flexible and practical methods that will result in the improvement desired.
11. **Improvement Plan.** If an unsatisfactory is indicated as a result of the rating, a mandatory improvement plan will be developed including appropriate time lines.

X=Secretary
O=Supervisor

LANSING SCHOOL DISTRICT EVALUATION FOR LAES EMPLOYEES

Name: _____ Building or Department: _____

Level: _____ Immediate Supervisor: _____

Date of Fall Review: _____ Date of Spring Conference: _____

Rating Scale: Consider each factor separately and independently. Base your rating on observable and proven performance. Secretary marks his/her self-evaluation with an X, supervisor marks evaluation with an O.

- Outstanding:** (O) Indicates an exceptional level of job performance.
- Very Good:** (V) Performance is beyond normal requirements and expected competence.
- Satisfactory:** (S) Fulfills the normal job requirements with some strong points.
- Needs Improvement:** (N) Performance is below job requirements, but improvement is anticipated.
- Unsatisfactory:** (U) Job performance level shows limitations that must be improved substantially to be acceptable.

READ GUIDELINES BEFORE COMPLETING

Quantity of Work: Timely completion of assignments commensurate with expectations, organization and planning.

O	V	S	N	U

Comments: _____

Quality of Work: Accuracy, thoroughness, neatness and organization.

O	V	S	N	U

Comments: _____

Job Knowledge:

Understanding duties and responsibilities.

O	V	S	N	U

Comments: _____

Initiative:

Ability to be self-starting, efficient, resourceful and creative.

O	V	S	N	U

Comments: _____

Attitude and Cooperation:

Ability and willingness to cooperate with supervisors, co-workers, and others, follows directions and rules, accepts constructive criticism, exhibits good judgment and willingness to try new things.

O	V	S	N	U

Comments: _____

Dependability:

Attendance, punctuality, and meets deadlines and accounts for time.

O	V	S	N	U

Comments: _____

People Skills:

Relates to adults and children in a tactful, friendly and courteous manner.

O	V	S	N	U

Comments: _____

Additional Comments:

I certify that this evaluation was reviewed with me by my supervisor. My signature does not necessarily indicate my concurrence.

Employee

Immediate Supervisor

Date _____

Date _____