

Policy and Procedures for Evaluations/Appraisals

Directors Dave Bendell

Chris Foley

Office Manager Debra Wilson

INTRODUCTION

Performance appraisals give individuals and Oxford Energy Academy an opportunity to review performance, agree personal objectives and learning and development requirements, which will help to achieve those objectives.

Performance Evaluations/Appraisals will take place at the time of year most appropriate to Directors (February), and will be annually with a review after 6 months if required.  As objectives should feed down through from senior managers, the order of performance appraisal meetings should start with the most senior manager and work down through the levels of staff.

The Performance Evaluations/Appraisals Policy outlines the minimum standards and core principles which must be adhered to in all performance appraisals for all staff.   This includes assessing all staff against Oxford Energy Academy’s core values to teaching and learning; Behaviours Framework and considering personal skills and knowledge development needs in the light of the core abilities.

The policy allows for directors areas to develop their own ‘tailored’ performance appraisal procedure and to suit individual staff needs, however these procedures must meet the minimum standards and core principals and be agreed by the Directors.

Oxford Energy Academy Performance Appraisal Procedure and Performance Appraisal Meeting Form must be used, but an optional preparation form can be used if considered helpful.

Performance Standards

Job descriptions and performance standards are fundamental to a performance evaluation policy. A job description contains the essential functions of a job and provides the employee with guidelines for his/her responsibilities. Performance standards tell the employee how he/she must perform his/her job functions to meet Oxford Energy academy’s expectations. For example, to meet her employer's performance expectations, a sales representative might be required to achieve $3,000 monthly sales of office equipment and gain two new customers every quarter. However, if she maintains monthly sales of $5,000 for six months and gains three new customers every quarter, she has exceeded her employer's expectations.

Introductory Performance Evaluation

Many employers evaluate performance when an employee completes his first 90 days on the job. This first evaluation is to determine whether the employee understands his role and actually has the skill set and qualifications to perform his job duties. If the employee's initial performance evaluation reflects substandard work, the company can offer remedial training or pair him with an experienced employee for further orientation on company or department work processes. Employers that don't offer additional training may reconsider whether to keep the employee on-board or give him another opportunity to improve his performance.

**Related Reading:** [Importance of Policy Evaluation](http://smallbusiness.chron.com/importance-policy-evaluation-80673.html)

Supervisor Preparation

When a supervisor prepares for an employee's annual performance evaluation, he reviews the employee's job performance for the entire evaluation period -- 12 months -- and substantiates his ratings with progress reports, disciplinary action memos, commendations, attendance records and informal feedback on the employee's performance from other managers, employees or customers. Depending on the type of performance evaluation, preparation could take two to three weeks. Supervisors might review the employee's personnel file or consult other supervisors or managers with whom the employee may have worked during the 12-month period.

Types of Evaluations

The simplest evaluations use numerical ratings for categories of job functions. These are graphic rating scales, and they are suitable for production work environments where employees' performance can be easily measured using a scale of 1 to 5 in areas such as attendance, reliability, accuracy and teamwork. At the other end of the spectrum are more complex forms of performance evaluations, such as management by objectives, or MBO. Performance evaluations might also include narratives that require supervisors to construct essays about employees' work. Evaluations known as "forced ranking" were popularized by former CEO of GE, Jack Welch. Forced ranking entails classifying workers into three groups: 20 percent as high-performing employees, 70 percent as average performers and 10 percent of the employee base as low-performing employees.

Evaluation Meeting

The final stage in many performance evaluation procedures is the face-to-face meeting that supervisors have with their employees to discuss their ratings. The meeting is intended to foster two-way supervisor-employee dialogue and prepare the employee for the next evaluation period through goal-setting and correcting existing performance deficiencies. In addition, many employers tie performance evaluation to salary or wage increases and use the ratings to determine the percent by which to raise the employee's compensation.