

Kootenay Co-operative Radio Procedure/ Policy: Employee Evaluation

1.0 INTRODUCTION

KCR conducts employee evaluations with the following objectives:

- to help employees compare their performance with KCR's expectations of them;
- to determine whether KCR's expectations are reasonable, and
- to resolve any issues or problems that are standing in the way of KCR's expectations being met.

1.1 Related Policies and Procedures

Complaints, Discipline, and Appeals Procedure
Grievance Procedure
Hiring Policies and Procedures

2.0 TYPES OF EVALUATIONS

There are three types of evaluations defined according to the following timing:

Probationary	Six months after hiring
Routine	Once a year on the anniversary of employment
Problem-solving	As needed * Does it follow the same procedure and format (for the written evaluation) used in routine and probate. evaluations? When would this eval be used and who might initiate it?

3.0 COMPOSITION OF THE EVALUATION COMMITTEE

The composition of the Evaluation Committee is guided by the following table:

Type of Evaluation	Employee Evaluated	
	Station Manager	Other Staff & Contractors
Probationary	At least two of the following people, shown ranked in order of preference: <ul style="list-style-type: none"> • Personnel Committee Coordinator • another member of the hiring committee for that employee 	The Station Manager, and a Personnel Committee member if desired by the Station Manager. At minimum, the personnel committee coordinator should be kept informed of when the evaluation will take place and the

	<ul style="list-style-type: none"> • another Personnel Committee member 	outcome.
Routine	At least two Personnel Committee members, one of them the Personnel Committee Coordinator.	The Station Manager, and a Personnel Committee member if desired.
Problem-solving	(same as Routine)	At least two people, the Station Manager and a Personnel Committee member.

If an evaluator feels that he/she cannot be fair and objective, or if an evaluator feels that his/her co-evaluator cannot be fair and objective, or if an employee feels that his/her evaluators cannot be fair and objective, this fact must be brought to the attention of the Personnel Committee. In any of these situations, the evaluator in question is obligated to step down from the process. He/she will then be replaced by another representative from the Personnel Committee, or failing that by a representative from the Board of Directors or from the first tier of Coordinators, whoever has most contact with the person being evaluated and is deemed to be capable of being fair and objective. If an employee's concerns about the fairness and objectiveness of his/her evaluators cannot be resolved to his/her satisfaction, the Personnel Committee must initiate grievance proceedings.

4.0 SOURCE MATERIALS

4.1 Sources for determining KCR's expectations of the employee

- the employee's job description

This should contain a list of required tasks and areas of responsibility, as well as some specific expectations of the station regarding quantity and quality of work.

- Strategic Plan (containing measurable goals)

This should contain a list of goals set by the board for development of the station, some of which will be designated to be accomplished by the employee being evaluated. If tasks with the employee's name beside them are not within his/her job description, he/she should not be evaluated negatively for not completing them. Instead, this fact could be used to inform changes to the job description or to the strategic plan.

- the employee's letter of agreement with KCR

This may contain additional details of employment regarding vacation time, or other working conditions that could be taken into account in the evaluation.

4.2 Other sources for evaluating the employee's performance

- previous evaluations and their recommendations for improvement or change
- peer feedback (in writing), see 5.3 below for details
- feedback (from members of the public, KCR members, programmers, etc.) accumulated since the last evaluation

5.0 EVALUATION COMPONENTS

5.1 Performance appraisal form

5.1.1 Performance Appraisal form content

This form is to be filled in by the evaluation committee, and informed by peer feedback (discussed in section 5.3 below).

It contains a list of measurable criteria organized under headings derived from the major categories shown in the employee’s job description. These criteria are drawn primarily from the job description, and supplemented by the most current strategic plan and letter of agreement. Ideally the criteria are already written in measurable form in the job description and strategic plan, and they are copied from these documents onto the performance appraisal form. The degree of measurability and level of detail of the criteria are flexible, depending on the outcome desired by the evaluation committee.

The criteria used on the Performance Appraisal form must be agreed upon by both the employee and the evaluating committee. If both do not agree, two criteria for a given task (one proposed by the employee and one proposed by the Evaluation Committee) should be included with a note indicating that disagreement exists. Comments should then be made about the nature of the disagreement and recommendations can be made about how it can be resolved.

Spaces are then provided for numerical evaluation (on a scale from 1-5), evaluator comments, and recommendations.

The form should be similar to the following format:

Category: (e.g. FINANCE)

List of criteria: (agreed upon by evaluator and employee)

-
-
-

Evaluation:

(Excellent) 1 2 3 4 5 (Unsatisfactory)

Comments:

Recommendations:

5.1.2 Rating scheme for numerical evaluation

1	Excellent	Exceeds requirements. Demonstrates initiative and innovation for KCR.
2	Above Average	Consistently meets requirements and occasionally surpasses them.
3	Average	Meets requirements and may fall short in one or two minor aspects.
4	Below Average	Performance falls short of requirements in many minor areas or one or two major areas.
5	Unsatisfactory	Performs consistently below requirements including several major areas.

5.2 Self-performance appraisal form

Same as the performance appraisal form, but filled out by the employee.

5.3 Peer feedback

5.3.1 Peer feedback collection

Peer feedback is solicited by the evaluation committee from those members of the organization with whom the employee's job description specifically mandates contact. When contacted, peers should be informed in general terms of the criteria being used to evaluate the employee in the relevant areas, and asked to submit written comments.

These comments may be collected formally using a feedback form similar to the performance appraisal form shown above, or informally without format requirements in order to provide more general input on how the employee is perceived by his/her peers at the station.

5.3.2 Peer feedback summary

Peer feedback will be summarized briefly in writing by the evaluator before being presented to the employee, to ensure confidentiality and encourage candidness by the peers. This summary need not include all peer comments, but briefly reflect the flavour of comments received.

5.4 Evaluation summary

This is a summary document outlining the general outcome of the evaluation, touching on major problems that arose and their causes, and discussing resolution of any areas of disagreement between the evaluation committee and the employee related to their understanding or appraisal of employee performance or employer expectations.

It should also include any recommendations pertinent to improving the employee's performance, including changes that the employee must make to his/her work, additional training needed, changes the organization must make to facilitate the employee's ability to fulfill his/her job description, or changes to the job description itself.

Both the evaluation committee and the employee should come to agreement about the content of the summary so that it fairly reflects the outcome of the evaluation. It must be signed by both an evaluation committee spokesperson and the employee, and kept on file at KCR. If the employee and evaluators cannot come to agreement about the content of the summary and one or both do not agree to sign it

despite attempts to reach consensus, the Evaluation Review procedure (see section 7.0) and, if necessary, appeals proceedings(see Complaints, Disciplines and Appeals Policy and Procedure), should be initiated to resolve the dispute. Note that in these disputes staff and evaluators are strongly discouraged from 'watering down' the contents of an evaluation summary so as to achieve consensus, since this practice compromises the accuracy and usefulness of the evaluation.

6.0 Evaluation Review Procedure

This procedure provides an intermediary step, prior to the initiation of appeals proceedings, to resolve a disagreement between evaluators and the staff person being evaluated, concerning the contents of an evaluation summary. It is intended to facilitate discussion and ideally consensus among conflicted parties by introducing new, objective, peer evaluations/perspectives from individuals currently outside of the evaluation process.

This procedure is enacted voluntarily, by consensus among all individuals, though it is understood that in some rare situations the Board may deem this inappropriate.

1. The Personnel Committee Coordinator informs the Board of Directors that there is a conflict over an evaluation summary, but withholds information about the specific topic(s) of contention (as do all evaluators and staff).
 2. The Board meets in-camera to strike an Evaluation Review Committee, charged with helping to bring resolution to the outcome of an Employee Evaluation Process. The Evaluation Review Committee is composed of the Personnel Committee Coordinator and two Board members.
 3. The Personnel Committee Coordinator provides the Evaluation Review Committee with a copy of the evaluation procedure and a blank Performance Appraisal Form matching the one recently circulated among peer evaluators (i.e. with the same categories and criteria).
 4. The Evaluation Review Committee carries out the following tasks, to be completed within one month of the Committee's inception:
 - i) solicits peer feed-back from three members of KCR with whom the staff person being evaluated is in regular contact;
 - ii) creates a Peer Feedback summary of the three evaluations received and submits copies of this summary to all members of the (original) Evaluation Committee and the staff person, and
 - iii) destroys the individual Peer Feed-back evaluations.
- * The Personnel Committee Coordinator should remind the Evaluation Review Committee of the importance of confidentiality for the peer evaluators.
5. The conflicted parties use this new peer evaluation summary to inform and catalyze further dialogue on the evaluation summary with the active participation of the Evaluation Review Committee (as necessary). This final step is undertaken via consensus.

7.0 EVALUATION PROCESS

1. The categories and criteria on which the evaluation will be based are taken from the job description, letter of agreement, and the Strategic Plan, and must be discussed and agreed upon by the Evaluation Committee and the employee.
2. The evaluation committee solicits feedback from those members of the organization (peers) whose interactions with the employee are relevant to the evaluation.
3. The evaluation committee writes a summary of the peer feedback.
4. Evaluation committee and employee fill out identical copies of the Performance Appraisal Sheet.
5. The evaluation committee and the employee discuss and compare the Performance Appraisal Sheets and the peer feedback summary and by consensus arrive at an Evaluation summary.
6. The evaluation committee writes the Evaluation summary, and it is signed by the employee and an evaluator. If desired, the employee also signs the release section, allowing the information to be released to the public.
7. All paperwork is filed in the employee's file.

8.0 PUBLIC ACCESS TO EVALUATION OUTCOMES

The Performance Appraisal Sheet is for the internal use of KCR and is not to be released to third parties under any circumstances. The Evaluation Summary can be released by KCR provided that the employee in question gives written authorization at the bottom of the form for KCR to release the information.