Evaluation/Coaching System

2010
PURPOSE

The purpose of this annual evaluation/coaching is to document a cooperative process for monitoring an employee's job performance. Employee evaluations/coachings are an assessment of the employee's performance against the expectations of the employee's job. Ongoing assistance to help the employee succeed is an expectation. Negative performance may be noted in this process, but written warnings may not be initiated as part of this process. No overall rating is given within this format because the supervisor and employee are encouraged to participate in honest ongoing communication centered around the expectation that good performance should prevail. To achieve the above stated purpose, it is essential that employee job descriptions accurately reflect the duties performed. Accordingly, it is imperative that paraprofessional job descriptions be updated to represent current responsibilities. This performance review tool also provides mechanisms for looking at trends affecting future needs and their effect upon specific tasks which may evolve within the job description.

At the beginning of each calendar year (January 1) or the spring (Second) semester, the supervisor should give the employee a blank copy of this form and the employee's job description. The purpose of this first meeting is to explain how the system works and what happens with the necessary paperwork. The supervisor, before the end of the review year, should provide the employee with a copy of the completed finalized evaluation/coaching form with all Phase 2 attachments. The original copies of only the Phase 2 form with attachments should be sent to the Professional Development Department before February 1 of the following year.
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MILWAUKEE AREA TECHNICAL COLLEGE
EVALUATION/COACHING SYSTEM FOR LOCAL 212 PARAPROFESSIONALS

(Supervisors, please attach most current job description.)

Employee Name <Type Employee Name Here>
Position <Type Position Here>
Department <Type Department Here>
Division <Type Division Here>
Supervisor <Type Supervisor Name Here>

Appraisal Period: 1/1/ to 12/31/

Return original of Phase 2 form to the Professional Development Department after the end of the appraisal year (December 31) but before February 1 of the next year.
PARAPROFESSIONAL EMPLOYEE EVALUATION/COACHING PROCESS

Orientation
(January 1 or start of Second semester)

 Supervisor Preconference Evaluation/Coaching Form Completed

Employee Preconference Evaluation/Coaching Form Completed

Exchange Preconference Evaluation/Coaching Forms (before October 1)

Evaluation/Coaching Conference

Supervisor’s Finalized Form (given to employee within two weeks after the conference)

Signature Meeting and Additional Employee Comments (on form before end of the year)

Finalized/Original Form To Professional Dev. Dept. (before February 1 of next year)

Employee Retains Copy
Supervisor Retains Copy

- 5 -
Both the supervisor and employee shall submit comments about performance in this phase of the evaluation/coaching process. Comments should not be influenced by unusual or one-time cases that are not typical. Comments are to be on job performance; do not let personal feelings govern comments. These comments should relate to specific job duties as defined by the employee’s job description. A copy of the job description should have been requested from Human Resources—Employment Department. Employee evaluation/coaching shall not compare one employee to another.

Upon completion of this form, copies will be exchanged with the employee before October 1 of the evaluation/coaching year. Giving sufficient time for the employee to reflect upon your remarks, arrange a conference to discuss the content of Performance Evaluation/Coaching Phase 1.

PERFORMANCE LEVELS

Commendable - (Specific “outstanding” employee job duty strengths should be listed here.)

Satisfactory - (Specific employee job duty strengths should be listed here.)

Needs Improvement - (List specific job duties that are not completed in a satisfactory manner.)

Unsatisfactory - (Comment only on specific job duty areas where written documentation has been given to the employee about duties that require further attention.)
The purpose of this Developmental Activities section is to assist the employee in acquiring additional skills to improve job performance. Suggestions made in this section may be recommendations for improvement or remediation. In the event the employee has been rated as "Needs Improvement" or "Unsatisfactory," it is important to assist the employee in understanding how the rating can be improved. The Developmental Activities portion is a concrete way in which assistance can be offered. Again, make sure that the areas identified relate to the employee's job description. Be as specific as possible. Under "Developmental Plan" include not only what the employee should do to improve, but be specific as to how you are going to help the employee.

**Developmental Need:** Skills/tasks that could/should be learned to enable this employee to do his/her job better.

1. 

2. 

3. 

4. 

**Developmental Plan:** What the supervisor can do to help employee successfully acquire the above skills/tasks.

1. 

2. 

3. 

4. 

Supervisor comments and/or suggestions (be specific):

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Supervisor's Signature                           Date
Both the supervisor and employee shall submit comments about performance in this phase of the evaluation/coaching process. Comments should not be influenced by unusual or one-time cases that are not typical. Comments are to be on job performance; do not let personal feelings govern comments. These comments should relate to specific job duties as defined by the employee's job description. A copy of the job description should have been provided to you by your supervisor. Employee evaluation/coaching shall not compare one employee to another.

Upon completion of this form, copies will be exchanged with the supervisor before October 1 of the evaluation/coaching year. After some time to reflect upon your supervisor's remarks, he/she will arrange a conference to discuss the content of Performance Evaluation/Coaching Phase 1 with you.

PERFORMANCE LEVELS

Commendable - (Specific "outstanding" employee job duty strengths should be listed here.)

Satisfactory - (Specific employee job duty strengths should be listed here.)

Needs Improvement - (List specific job duties that are not completed in a satisfactory manner.)

Unsatisfactory - (Comment only on specific job duty areas where written documentation has been given to the employee about duties that require further attention.)
DEVELOPMENTAL ACTIVITIES
(Completion Optional)
Employee’s Copy

The purpose of this Developmental Activities section is to assist you in acquiring additional skills to improve job performance. Suggestions made in this section may be recommendations for improvement or remediation. In the event you have been rated as "Needs Improvement" or "Unsatisfactory," it is important to understand how the rating can be improved. The Developmental Activities portion is a concrete way in which assistance can be offered. Again, make sure that the areas identified relate to your job description. Be specific when writing your responses.

Developmental Need: Skills or tasks you could/should learn to perform better in your job.

1. ____________________________________________
2. ____________________________________________
3. ____________________________________________
4. ____________________________________________

Developmental Plan: What the supervisor can do to help you successfully acquire the above skills/tasks.

1. ____________________________________________
2. ____________________________________________
3. ____________________________________________
4. ____________________________________________

Employee comments and/or suggestions (be specific):

_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________

Employee’s Signature                Date
Within two weeks after the evaluation/coaching conference that relate to the supervisor/employee Phase 1 evaluation/coaching forms, the supervisor will complete the following form. **This completed form should reflect consideration of the employee's input.** A copy of this form should be given to the employee and a date for discussion and signing the form should be established. On the date established for signatures, the employee can write on or attach comments to the final form. **The employee has an additional week to provide comments that must be attached to the form.**

(Supervisors, please attach most current job description.)

Employee Name: *<Type Employee Name Here>*

Position: *<Type Position Here>*

Department: *<Type Department Here>*

Division: *<Type Division Here>*

Supervisor: *<Type Supervisor Name Here>*

Appraisal Period 1/1/ to 12/31/

Return original of Phase 2 form to the Professional Development Department after end of appraisal year (December 31) but before February 1.

**PURPOSE**

The purpose of this annual evaluation/coaching is to document a cooperative process for monitoring an employee's job performance. Employee evaluations/coaching are an assessment of the employee's performance against the expectations of the employee's job. Ongoing assistance to help the employee succeed is an expectation. Negative performance may be noted in this process, but written warnings may not be initiated as part of this process. No overall rating is given within this format because the supervisor and employee are encouraged to participate in honest ongoing communication centered around the expectation that good performance should prevail. To achieve the above stated purpose, it is essential that employee job descriptions accurately reflect the duties performed. This performance review tool also provides mechanisms for looking at trends affecting future needs and their effect upon specific tasks that may evolve within the job description.

At the beginning of each calendar year (January 1) or the Second semester, the supervisor should give the employee a blank copy of the entire review format and the employee's job description. The purpose of this first meeting is to explain how the system works and what happens with the necessary paperwork. The supervisor should provide the employee with a copy of the completed finalized evaluation/coaching form with all Phase 2 attachments before the end of the review year. The original copies of the Phase 2 form, with attachments, should be sent to the Professional Development Department before February 1.
PERFORMANCE EVALUATION/COACHING
PHASE 2 (Continued) (Supervisor Completes)

Comments should not be influenced by unusual or one-time cases that are not typical. Comments are to be on job performance. Do not let personal feelings govern comments. These comments should relate to specific job duties as defined by the employee’s job description. A copy of the job description should be requested by the supervisor from Human Resources-Employment Department and discussed with the employee. Employee evaluation/coaching shall not compare one employee to another. Upon completion of initial assessment forms, copies will be exchanged with the employee before October 1 of the review year. Giving sufficient time for the employee to reflect upon your supervisory initial assessment remarks, arrange a conference to discuss the content of Performance Evaluation/Coaching Phase 1.

**PERFORMANCE LEVELS**

**Commendable** -(Specific “outstanding” employee job duty strengths should be listed here.)

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**Satisfactory** -(Specific employee job duty strengths should be listed here.)

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**Needs Improvement** -(List specific job duties that are not completed in a satisfactory manner.)

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**Unsatisfactory** -(Comment only on specific job duty areas where written documentation has been given to the employee about duties that require further attention.)

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Tenured (non-probationary) employee with comment(s) in Unsatisfactory performance evaluation column after the Phase 2 Evaluation/Coaching can have the Division Head switch him/her once to another coach/evaluator.
The purpose of this Developmental Activities section is to assist the employee in acquiring additional skills to improve job performance. **Suggestions made in this section may be recommendations for improvement or remediation.** In the event the employee has been rated as "Needs Improvement" or "Unsatisfactory," it is important to assist the employee in understanding how the rating can be improved. The Developmental Activities portion is a concrete way in which assistance can be offered. Again, make sure that the areas identified relate to the employee's job description. Be as specific as possible. Under "Developmental Plan" include not only what the employee should do to improve, but be specific as to how you are going to help the employee.

**Developmental Need:** Skills/tasks that could/should be learned to enable this employee to do his/her job better.

1. 

2. 

3. 

4. 

**Developmental Plan:** What employee/supervisor can do to help the employee succeed with the above skills/tasks.

1. 

2. 

3. 

4. 

Supervisor comments and/or suggestions (be specific):

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Supervisor's Signature         Date
PERFORMANCE EVALUATION/COACHING
PHASE 2 (Continued)

Summary of supervisor comments and/or suggestions (be specific):


Developmental Plan (if any): What the employee and supervisor can do to enhance job performance.


Employee’s Signature Date

This signature indicates that I have reviewed and discussed the above information, but does not necessarily indicate agreement. I am aware that I may submit written comments to Phase 2 within one week's time. I am also aware that discrepancies arising as to prescribed developmental activities and work outside the job description may be addressed through the grievance procedure.

Supervisor’s Signature Date

Supervisor's Supervisor Signature Date