



Douglas County
School District

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Douglas County School District
Performance Evaluation Guidelines
For Classified, ProTech and Department
Administrator

2023/2024 School Year

****Important changes for this year. See opening paragraph ****

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Evaluation Process and Timelines

2023-2024 School Year:

Welcome back to another great school year! The following information details the evaluation process for the 2023-2024 school year. As in previous years, Classified and Admin/Pro/Tech evaluations are required for all eligible employees. The Human Resources Department collaborated with representatives from several district departments to make changes to the annual evaluation and simplify the evaluation process.

Evaluations in Workday have been revised. In previous school years the evaluations were directly linked to the job descriptions listed in Workday. While this created evaluations specific to the individual's job, it created longer and often redundant elements. Additionally, this process created inconsistent scoring between employees due to the length of the various job descriptions. The new evaluation for the 2023-2024 school year consists of three standards for non-supervisors and four standards for supervisors. Within those standards there is a range of three or four elements that will be evaluated. Those standards are Job Performance, Culture and Climate, Communication and Leadership (supervisors only). The indicators will be scored on a four-point matrix. Goal setting is no longer weighted as a part of the evaluation process.

Keys to a Successful Evaluation Process:

It is important to ensure that the staff members you are evaluating are under your organization chart. Your team should discuss who they are evaluating and then have your site support team make the changes in Workday.

How to ensure staff is assigned to the correct supervisor:

Manager:

- From Workday home page click on Menu
- Employees listed under your org will appear below actions.
- Click on More to view the list.

If you are missing or have individuals that need to be added or removed, please reach out to your administrative assistant for assistance.

Timelines

The timeline for the evaluation process for the 2023-2024 school year is as follows:

Classified and Admin/Pro/Tech Evaluation	
Goal Setting	September 11 - October 27, 2023
Mid-Year Evaluation Window Opens	December 4, 2023
Mid-Year Evaluation and Meetings Due	January 12, 2024
Final Evaluation Window Opens	April 1, 2024
Final Evaluations and Meetings Due for school year staff	May 10, 2024
Final Evaluations and Meetings Due for year round staff	June 30, 2024
Late Hire/Transfers Evaluation Guidance	<ul style="list-style-type: none"> ● Employees hired prior to March 1st are required to have a final evaluation. ● Employees hired on or after March 1st are not required to have a final evaluation. ● Transfers prior to the launch of the evaluations window are to be completed by the new supervisor.

Adjusted timeline for mid-year hires

- Employees hired prior to March 1st are required to have a performance evaluation.
- Employees hired on or after March 1st are not required to have an evaluation until the following school year.
- Employees transferring into a new position after March 1st will be evaluated by the new supervisor, but they should gather feedback from the previous manager.

Overall Evaluation Process:

The evaluation process for classified/administrative/professional/technical employees is completed in Workday. There are some administrative employees whose evaluations are completed in the Digital Licensure Evaluations System (certified evaluation system). Check with your supervisor if you are unsure which system is applicable to you. Remember when completing the evaluation classified employees need to complete the process in Workday during the employee's work time, or the employee must be compensated for their efforts outside of the employee's work schedule.

The steps in the evaluation process are as follows:

1. Goal Setting -

The goal setting process is optional, but strongly recommended. Goals may be set at any time during the school year by the employee or the manager. Ideally, goals will be set in the August-October timeframe in order to give employees enough time to complete their goals. Managers may elect to set organizational goals for their employees that are tied to overall department or district goals. Employees may set personal/professional goals. It is up to the manager and the employee to determine the number of goals to be set; however, it is recommended not to have more than 5 goals for the school year.

Remember that an overall goal can span more than one year in length with specific milestones set to be achieved during the school year. For example, if the overall goal is to implement a new software application by 2026, tasks that need to be completed this school year towards achieving the overall goal can be listed as goals. Goals from the former year that no longer apply need to be archived in the goals were not mark and completed the prior year. This can be done by the employee and/or the manager. It is encouraged that the employees learn and know how to manage their goals. Below is a video for the employees that may help.

How to set your goals: Goal Setting video length ten minutes ([Click here](#)).

When goals have been completed, be sure to archive them in Workday so they don't show as active.

How to set SMART Goals ([Click Here](#)):

Setting S.M.A.R.T. Goals

It is encouraged to set SMART goals. A *goal* is a general statement about a desired outcome with one or more specific objectives that define in precise terms what is to be accomplished within a designated time frame. A goal describes accomplishment, not activities.

Directions on how to complete Goal Setting:

Goals can be entered into Workday directly by the employee or by the manager on behalf of the employee.

Manager:

- From the Home screen in Workday, select the “My Team” worklet.
- Under the “Actions” heading, select “More” and then select “Add Goal to Employees”.
- Under the “Assign To” heading, click on the “Employees” drop down, and select “My Team”.
- Select each employee you want to set the goal for, and then click the yellow “OK” button at the bottom of the page.
- Enter the goal in the goal text box.
- Enter the due date as 6/30/2023.
- The “Editable” check box allows the employee and the manager to edit the goal. You can

uncheck this box if you want to disable this function.

- You can click “Add” if you want to create another goal, or you can select the green “Submit” button at the bottom of the page.
- Click the yellow “Done” button; and you have completed the goal setting process.

Employee: How to set your goals: goal setting video length ten minutes. Click [here](#)

- From the Home screen in Workday, select the “Menu” in the top right of the screen.
- Scroll down and select the “Performance” link.
- Under the “View” heading, select “Goals”.
- Click the “Edit” button.
- Click the “Add” button.
- Enter the goal in the goal text box.
- Click on the “Status” drop down menu and select the appropriate goal status.
- Enter the due date as 6/30/2023.
- Click the green “Submit” button.

2. Mid-Year Review -

The mid-year template will be available in Workday on 12/4/2023 and is optional for the 2023-2024 school year. The purpose of the mid-year evaluation is for the manager to check in with the employee and let the employee know where they stand from a performance standpoint. Employees may request that a mid-year evaluation be completed if they desire. The manager may elect to schedule a mid-year evaluation with an employee even if the employee does not request a mid-year review. If a mid-year evaluation is completed, the manager should provide an overall evaluation rating and include comments such as: what steps the employee needs to take to improve performance or reach highly effective tasks the employee should focus on.

Note: If the manager elects not to complete the mid-year evaluation process, it is important that documented conversations occur throughout the year so the employee understands all areas of improvement that need to occur, and how the employee can achieve a “highly effective” performance rating on the final evaluation.

The steps to complete the mid-year evaluation in Workday are listed below.

Directions on how to complete a Mid-Year:

From the Workday Homepage

1. From the Workday Homepage select the Team Performance Worklet
2. Under Actions select Start Performance Review
3. Click in the Employee prompt and select My Team
 - a. Select the Employee you wish to start a review for

4. Click in the Review Template prompt and select By Type
 - a. Select Performance Review
 - b. Select FY2020-21 Mid-Year Evaluation (Classified, Administrator, Professional & Technical)
4. Click Submit
5. Click Open

Click [HERE](#) for instructions on how to add the Team Performance Worklet to your homepage

From the Workday Search Bar:

1. Type Start Performance Review for Employee in the Workday search bar and hit enter
2. Click on the Start Performance Review for Employee task
3. Click in the Employee prompt and select My Team
 - a. Select the Employee you wish to start a review for
4. Click in the Review Template prompt and select By Type
 - a. Select Performance Review
 - b. Select FY2020-21 Mid-Year Evaluation (Classified, Administrator, Professional & Technical)
4. Click Submit
5. Click Open

Click [HERE](#) for more detailed step by step instructions

3. Final Evaluation-

The final evaluation template will be available on 4/1/2024. The template will be sent to the employee first in Workday to complete the self-evaluation. Remember that the self-evaluation process is optional. The self-evaluation period ends on 4/15/2024, at which time, evaluations that are still in the employee's Workday inbox will be pushed to the employee's manager. Managers will then have the opportunity to provide ratings and comments on goals, responsibilities and competencies for the employee. The process should include the manager meeting with the employee to discuss the employee's performance in each of the areas for the year.

Workday Evaluation for classified, non-school based administrators, professionals and technical positions.

<p>Standard 1: Job Performance: Understanding and performance demonstrated by the employee on the job relative to district and department policies, priorities and standards.</p>
<p>Job Knowledge Employee understands and implements the knowledge and skills as defined by identified job description and department protocols.</p>
<p>Initiative Employee is self-motivated, collaborative and proactive in identifying and resolving potential issues. The employee works independently with minimal supervision, as appropriate, and seeks or welcomes professional development opportunities to enhance job skills.</p>
<p>Quality Employee's work is thorough, accurate and complete based on established standards for the job.</p>
<p>Standard 2: Culture and Climate Refers to behaviors that extend beyond employees' formal job responsibilities, demonstrating commitment to the organization's overall success by adhering to district and department policies and procedures, supporting and promoting the district's focus on a positive culture and climate and displaying courtesy, honesty, respect and responsibility.</p>
<p>Attitude Employee demonstrates a positive, respectful and engaging demeanor in interactions with others. Employee demonstrates adaptability, flexibility and resilience in a professional manner.</p>
<p>Dependability/Productivity Employee is reliable, meets expected timelines and prioritizes tasks appropriately. The employee is punctual, manages time effectively and completes work efficiently.</p>
<p>Professionalism Employee conducts themselves with integrity, ethics and personal accountability that promotes a positive district culture. The employee demonstrates sound judgment and maintains confidentiality as appropriate.</p>
<p>Standard 3: Communication Demonstrates competence with all forms of communication. Communicates in an effective, kind and respectful manner.</p>
<p>Interpersonal Interactions Employee interacts with others with a positive and solution-oriented demeanor. The employee responds appropriately in situations where there is a need to resolve conflict. The employee demonstrates self-reflection skills and implements strategies to proactively prevent future conflicts.</p>
<p>Effective Communication Employee employs active listening strategies and demonstrates appropriate verbal, non-verbal and written communication skills. Employee recognizes diverse viewpoints and considers the role of communication preferences, both the employee's and those of others, in clear and effective expression.</p>
<p>Collaboration Employee develops and maintains relationships with individuals and groups. Demonstrates teamwork and cooperation resulting in positive outcomes. Evaluates impact and includes all relevant parties.</p>

Standard 4: Leadership Demonstrates leadership in support of the district or department. Leader sets a clear purpose and builds the capacity for continuous improvement.

Build Climate and Culture

Leader creates an environment where people feel valued and recognized for their contributions. Recognizes the importance of clear and timely communication in promoting strong employee engagement.

Employee Retention, Training & Development

Leader sets a clear purpose and builds shared understanding for employees. Leader provides opportunities for growth and development and supports the professional aspirations of employees.

Visionary Leadership/Continuous Improvement

Leader impacts their organizations by providing a clear sense of purpose, direction and motivation. Leaders collaboratively develop or support the vision and respond to evolving needs of the district or department. Leaders promote innovation and/or continuous improvement of district or department outcomes.

Operational Management/Compliance

Leader models and monitors compliance with relevant federal, state and/or local laws, policies and procedures. Leader demonstrates fiscal responsibility on behalf of the District or department. Leader completes human resource functions such as recruitment, hiring and performance management.

Supplemental Definitions of Standards and Indicators:

The purpose of the supplemental definition document is to provide evaluators concepts that relate to the standard. To view the Supplemental document [CLICK HERE](#).

Definition of Indicators:

The overall rating in each section of the evaluation is determined by evaluating the employee performance against the criteria and is automatically calculated in Workday.

Keep in mind an effective rating means the employee is performing in that particular area at 100% of what is expected. A highly effective rating means that the employee is consistently going above and beyond what is required in that performance area.

Every Element within a Performance Standard will be assigned one of the following ratings based on the employee's performance:

Ineffective 1 point	Partially Effective 2 points	Effective 3 points	Highly Effective 4 points
An ineffective rating means that the employee does not meet the expectations.	A partially effective rating means that the employee partially meets the expectations.	An effective rating means that the employee meets the expectations.	A highly effective rating means that the employee consistently goes above and beyond the expectations. The employee demonstrates leadership in this area.

NOTES:

For any Standard/Element and/or Goal assigned a rating of Highly Effective (4) or Ineffective (1), it is recommended that the manager/supervisor write a comment that specifically addresses the employee's performance.

It is important to rate ALL Elements within the Performance Standards in the evaluation. An unrated Element WILL still be factored into the calculation of the employee's overall evaluation. The overall evaluation score will be reduced for the employee. Be sure to enter a rating (1-4) for every Element and Goal(s) in the employee's evaluation.