

EMPLOYEE DEVELOPMENT

SECTION (8)

Employee Supervision Policy 8.1
Employee Performance Appraisal..... 8.2
Employee Career Development 8.3
Professional And/Or Organizational Career Development 8.4

Purpose of this Section:

All staff shall receive regular supervision from their respective supervisor. Periodic weekly contacts and, at a minimum, monthly meetings should occur between the employee and his/her supervisor to review:

- Concerns about program participants
- Questions about policies
- Questions about specific incidents requiring action
- Feelings of discomfort about anything
- Actions which have produced outcomes contrary to expectations
- Questions about job duties
- Clarification of staffer's professional role in relation to participants
- Actions that have produced commendable outcomes
- Impressions of program functioning
- Concerns about job performance
- Concerns about anything.

Notes of critical incidents are kept by the supervisor and should be signed by the employee. Supervision notes are used in filling out the annual performance appraisal for each employee.

Procedure:

(1) The supervisor is responsible for:

- Setting the tone of the supervision
- Extending himself/herself more than 50%— in a way that meets the employee more than half way in terms of listening and being understanding
- Making the expectations of the job clear to the employee
- Informing the employee of the things he/she is doing particularly well and reinforcing good performance
- Pointing out to the employee areas of concern in his/her performance and helping the employee to seek solutions that would make it easier for the employee to do the job as expected
- Explaining to the employee the functioning of the agency, the chain of command and the methods by which the employee has input into agency policy and decisions
- Using the chain of command appropriately, bringing employee input to the next level of supervision, making decisions based on employee input and communicating the decisions back to the employee

- Listening carefully to the employee and being alert for actions which at first may appear insignificant, but really have a tremendous impact in terms of the Mission and goals, client safety or rights, agency functioning and community perceptions.

(2) The employee is responsible for:

- Bringing to supervision meetings all concerns related to those areas listed above
- Making an honest effort to inform the supervisor of anything that feels confusing, uncertain or uncomfortable to the employee
- Accept the fact that the job for which the employee is hired is the employee's own responsibility and not attempt to make it the supervisor's.

(3) Both the supervisor and employee are jointly responsible for:

- Treating each other respectfully
- Communicating honestly with each other
- Not withholding information
- Accepting responsibility for their own actions, feelings and behaviors
- Being alert for occasions when both have differing perceptions of what is going on.

- (4)** Supervisors are cautioned and directed not to make "commitments," implied or otherwise, or demands on subordinate staff which are not clearly appropriate under the policies stated in the agency's Personnel Policies and Procedures Manual. All employees, including supervisors, should understand that only the Executive Director can enter the agency into any binding agreement with the employee unless it is expressly stated in this personnel manual. No other "agreement" whether written, verbal, or implied can exist.

Within this limitation, supervisors are empowered to command their employee's performance of duty for which the employee is hired and compensated by the agency. Supervisors further have the authority and obligation to objectively evaluate their subordinates' performance and suitability in the job for which they are employed.

- (5)** Being an AACS supervisor is a position of great authority and responsibility. While supervisors can — and should where warranted — recommend employee disciplinary action including termination, they should never attempt or threaten to discharge an employee other than through the procedures outlined in this manual. Supervisors shall avoid implied promises to employees concerning job security or tenure, positive performance appraisal outcomes, or salary. *The Executive Director has sole authority for executing binding personnel actions.*

See also: Section 1.8, "Supervisors' Roles and Responsibilities"

Purpose of this Section:

AACS employees shall receive formal Performance Appraisals at least annually. These appraisals provide AACS supervisors time to review each employee's strengths, limitations, goals, and needs and assess job performance levels. If skills, training, or other employee development is necessary, such needs are specified in the annual appraisal.

Procedure:

- (1) New AACS employees are designated as “Introductory” employees for nine (9) months. Introductory Employees are formally appraised in ninety (90) day intervals during their first nine (9) months. Some new employees *may* receive an extension of up to ninety (90) calendar days as a “probationary appointment” period if their nine (9) month performance appraisal is unsatisfactory but the Executive Director believes the employee has good potential and promise. These employees are appraised at intervals of thirty (30) days after their “introductory” period. After a period of three (3) introductory/probation periods, new employees with continuous unsatisfactory Performance Appraisals shall be terminated. To gain the status of "regular employee," a new employee must successfully advance through the introductory period.
- (2) AACS employees changing positions through a transfer shall serve a nine (9) month “introductory” period in the new position, and be evaluated in ninety (90) day intervals until the conclusion of the nine (9) month “introductory” period. Unsatisfactory performance in a new position following a transfer may result in a subsequent demotion, assignment for up to ninety days extension in the new position as a "conditional appointment," or termination (discharge) if the former position in which the employee had demonstrated competency (or a reasonably comparable position in the same program) is unavailable. The Executive Director's discretion shall be the prevailing factor in each case.
- (3) Performance Appraisals enable employees to assess their performance and improve the quality of their work/contributions to the AACS service area and clients. Employee Performance Appraisal guidelines:
 - The supervisor should prepare the appraisal thirty (30) days prior to program year end (PYE); or fifteen (15) days prior to the end of an introductory period or probationary milestone.
 - Nothing shall preclude performance appraisals being conducted more often than the policy dictates; these requirements set forth only *minimum* standards.
 - The supervisor and employee shall review, discuss, and sign the appraisal form

- The employee shall read and sign the appraisal to acknowledge that it was reviewed with him/her, not to indicate agreement per se:

Appropriate employee response choices are:

- a) "I have reviewed the Performance Appraisal and agree"
- b) "I have reviewed the Performance Appraisal and disagree" (He/she may attach comments in support of his/her position)
- (c) "I have read the Performance Appraisal."

- The Executive Director shall review all employee performance appraisals
- AACS shall provide employees with a copy of the appraisal within two weeks of the performance appraisal review meeting
- The signed appraisal is placed in the employee's personnel file.

(4) Introductory employee guidelines:

- The supervisor shall evaluate the employee's performance during his/her introductory nine month period and the subsequent thirty (30) days if the introductory period is extended via "probationary" action.
- The Executive Director shall review each new employee's performance appraisal performance and potential shall determine whether a new employee is retained or terminated.
- The choice of alternative personnel actions shall relate directly to the employee's performance appraisals, supervisor's reports and recommendations, and the Executive Director's judgment and discretion.
- Supervisor shall recommend to the Executive Director whether a "new" employee should be retained, continued on "probationary" appointment (no more than three [3] "probationary" periods of any assigned duration may be granted), or dismissed [*REVISED December, 1993*]
- AACS shall notify the Introductory Employee in writing of decisions relating to his/her employment status
- Performance Appraisals are to be placed in the employee's personnel file.

(5) The Executive Director reviews all Employee Performance Appraisals. The Executive Director shall sign and order final disposition of each appraisal. Appraisals other than those he/she performs shall be reviewed and signed by the supervisor and the subject employee before the Executive Director reviews them.

- (6) Employee performance appraisals shall include:
- Assessing and addressing an employee's overall job performance
 - Confirming that employee's position description fits the job he/she is actually charged to perform
 - Comparing the employee's position performance and knowledge with the agency's expectations
 - Appraising the employee's work quality and quantity
 - Addressing the employee's personal work habits including subjective and objective areas such as initiative, punctuality, reliability, attendance, dependability, cooperation, friendliness, and attitude.
- (7) The following items apply to the Standard Employee Performance Appraisal:
- (a) The Employee performance appraisal instrument shall rate each performance element as: **Acceptable:** employee meets the acceptable job requirements; **Unacceptable:** employee does *not* meet minimum job performance requirements. These ratings shall be scored as follows: Acceptable: "1;" Unacceptable: "0."
- (b) The respective appraisal elements shall also be ranked on a scale from "1" to "4," with "1" being an element of "lower" rank, "2" being an element of "material" (important) rank, "3" being an element of "serious" rank (weighty importance), to "4" being an element of "critical" rank. The employee score on each appraisal element shall be the job performance rating points earned times the element ranking points.
- (c) Employee performance appraisals receive numerical scores and indications of acceptable/unacceptable performance. Scores and satisfactory ratings determine promotion potential, relative performance level among like positions, and whether the employee needs any special supervision or monitoring. Low scores and unacceptable ratings on three or more items may confirm the need to demote or discharge an employee.
- (d) Performance Appraisals require supervisors to address these questions asking, "How well does the employee work with others?" and "Does the employee have the ability to perform more important tasks?"
- (e) Supervisors *shall* candidly write their subordinates' performance appraisals so as to contain appropriate documentation, their truthful observations, and recommendations. Employees receiving unfavorable appraisals may feel the need to seek a redress on an appraisal by communicating his/her concern with the supervisor. Both the supervisor and employee may request involvement and assistance of the Executive Director and/or Equal Opportunity Officer. The

employee may appeal an unacceptable appraisal by following proper grievance procedures *if* a charge of discrimination is alleged.

- (f) Employees receiving at least three "Unacceptable" points on their performance appraisals are candidates for intensive counseling, close supervision, and adverse personnel action. Employees receiving five "Unacceptable" points on their performance appraisals are subject to summary suspension or termination (discharge).
- (8) The following items apply to Outcome-based Employee Performance Appraisals:
- (a) The Employee performance appraisal instrument shall rate each performance element as: **Exemplary:** Significantly exceeds requirements of the job; **Acceptable:** Meets the job requirements; **Marginal:** Must improve to meet job requirements; plan of corrective action is required to meet acceptable job requirements; **Unacceptable:** Does *not* meet minimum requirements of the job. Some performance elements will have only acceptable and unacceptable job ratings, as designated for each element. The employee shall prepare and present evidence to support their level of accomplishment of job competency.
 - (b) Employee performance appraisals receive ratings of performance. Satisfactory ratings determine promotion potential, relative performance level among like positions, and whether the employee needs any special supervision or monitoring. One or more unacceptable and/or marginal ratings may confirm the need to demote, discipline, or discharge an employee.
 - (c) Employees receiving one or more unacceptable and/or marginal ratings on elements in their respective performance appraisals are given a specified time to correct problems in accordance to their corrective action plan or suffer disciplinary action or termination (discharge). (This corrective action requirement procedure does not apply to new employees who have, thus, failed to demonstrate job proficiency and are candidates for immediate dismissal.)
- (9) At the Executive Director's discretion, employees receiving "unacceptable" ratings in one or more job element(s) may be appropriately disciplined. Such action(s) may range from assignment to "conditional appointment" in the employee's current position for a period not to exceed ninety (90) days (*renewable at the Executive Director's option*) up to and including demotion (*if an appropriate position is available and the Executive Director so elects*) or termination (discharge).

- (10) Exemplary Performance Appraisals *may* warrant an employee's pay increase and/or promotion. An employee's cumulative Performance Appraisal score may bear on the Executive Director's decisions and actions regarding pay increment or promotion. As always, such potential action is subject to agency limitations, for example, the availability of budget flexibility and requisite funds and appropriate/available positions. Any and all decisions relative to the potentialities herein stated are at the sole discretion of the Executive Director— and restricted by the limitations previously enumerated.
- (11) The agency's *Guide to Performance Appraisal* and examples of appraisal forms are included in the Appendix to this manual. All employee Performance Appraisal instruments are tailored to the requirements, circumstances and performance criteria; all should closely mirror employee position descriptions.

Purpose of this Section:

The AACS provides for and conducts training and workshops intended to enhance employees' career development. The agency may encourage or mandate program and workshop attendance (inside and outside agency's area), relating to employee improvement, upgrading, and/or career development and advancement.

Procedure:

- (1) Career Development guidelines and procedures include:
 - Notifying employees by personal contact, memorandum or other means of programs and workshops deemed appropriate for their personal development
 - Communicating to employees when program attendance is mandatory
 - Reimbursing employees for travel participation expenses (within agency guidelines) when various training and staff development offerings are required
 - Allowing employees to attend educational, vocational, and other programs directed toward enhancing their career improvement. The employee normally pays the tuition. The Executive Director *may* adjust the employee's work schedule if classes occur during work hours. Employees shall not exceed six (6) hours enrollment per semester.
- (2) The AACS pledges to help employees raise their achievement levels by promoting their participation in relevant education and training programs.
- (3) Most training and career development programs occur during agency work hours. Employees may be paid at their usual pay rate while attending AACS sanctioned training, classes, and workshops.
- (4) AACS training and workshop offerings are communicated to employees by the Executive Director and management staff. The advisories include training schedules, allowable travel expense reimbursements procedures, program topics, and other pertinent information, including whether employees are required to attend. Circumstances may require that the Executive Director cancel or change training programs and workshops or employee authorizations to participate.

Purpose of this Section:

AACS offers training and development programs assisting employees to achieve required position performance and goals. These programs compliment the agency's mission and stimulate employee and service improvement. Most, but not all, are provided through the professional development and "trade" groups/associations in which the agency holds membership.

Procedure:

- (1) The AACS promotes employee and agency improvement by:
 - Encouraging professional growth through participation in professional/trade associations
 - Communicating and interpreting employee responsibilities and the agency's mission
 - Stressing excellence and quality job performance
 - Identifying and developing employee skills and strengths.
 - (a) The AACS defines training as providing participants with the knowledge and skills necessary to perform current and future agency assignments and needs.
 - (b) The AACS defines development as relating to employees personal growth and long term career advancement through training opportunities and various position assignments and responsibilities.
- (2) The AACS classifies training and development into four categories:
 - Organizational Development
 - Required Employee Training/Development/Improvement
 - General Professional Development.
 - Career Development
 - (a) Organizational Development program:
 - Supervisors constantly analyze organizational conditions, staff feedback, improvement needs, working conditions, equipment, policies, procedures and other "environmental" needs
 - Management staff and supervisors provide organizational assessment and improvement programs by utilizing all resources available, including other staff, consultants, and packaged training programs
 - The agency constantly assesses, evaluates and seeks to improve the

organizational climate to ensure a pleasing, productive working environment for all employees.

- (b) Required Employee Training/Development/Improvement program:
- Communicating to each employee his/her position performance requirements and the supervisor's expectations for his/her performance
 - Continually consulting with employees on job-related areas requiring improvement
 - Advising employees how to achieve their position standards and improve their personal performance
 - Providing training through available and relevant training/personal development course work, instruction self-study possibilities, workshops/seminars, job-sharing, and/or on-the-job-training
 - Supervisors may, with the Executive Director's concurrence, order subordinate staff to avail themselves of needed personal development opportunities as a condition of continued employment.
- (c) General Professional Development program:
- Promoting staff participation in professionally related training opportunities
 - Staying abreast of current changes, issues, and research within one's profession or project domain
 - Communicating with professionals in an employee's field/program exchanging ideas, experiences, and needs.
- (d) Career Development program:
- Self-study (expected of all professional-level staff)
 - Long Term Educational Leave (without pay)
 - On-the-job Educational Enhancement Activities.

(3) The AACS encourages employee self-improvement. Information regarding educational improvement opportunities are communicated as available to employees. Employee questions about staff/personal improvement and development programs, seminars, training sessions, and self-studies are to be answered to the extent pertinent information is available to AACS managers, including supervisors, the Personnel Department, or the Executive Director.