

CBO Mentor Project

March 6, 2009

PERSONNEL MATTERS and SUCCESSFUL EVALUATION

QUESTION OF THE DAY

- ▶ What are the key personnel responsibilities of the Chief Business Official?



SAFE ASSUMPTIONS

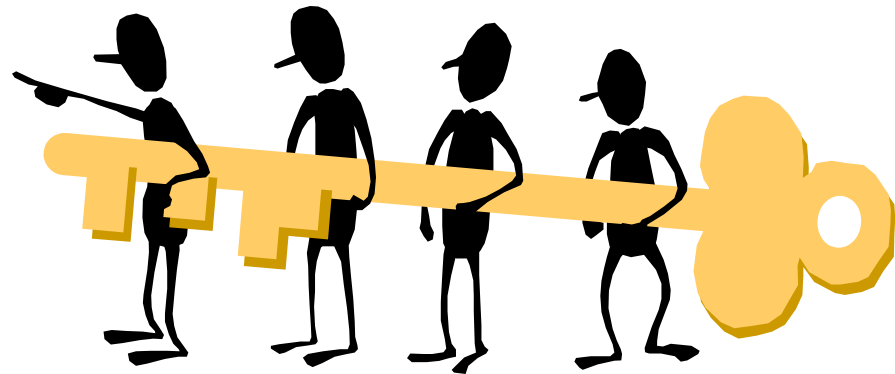
- The e-mails you send will be seen by more than those they're addressed to.
- Treat one customer poorly, and ten people will hear about it – including someone who has authority over you.
- Your ability to get “another job” will be directly related to how well you do on the job you have now.
- Whenever you think “no one will know,” someone will.
- Whenever you think “no one will care,” someone will.
- Whenever you think “it will never be missed,” it will.
- Whenever you think you're as good as you need to be, you aren't.

Start Right . . . Stay Right: Every Employee's Straight-Talk Guide to Job Success

~ Steve Ventura, 2004

KEY RESPONSIBILITIES

- ▶ Hiring
- ▶ Mentorship
- ▶ Evaluation
- ▶ Discipline
- ▶ Documentation
- ▶ Retention

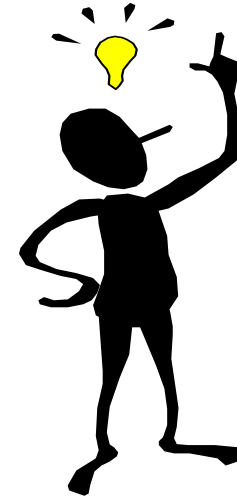


HIRING

- ▶ You are who you hire!



HIRING TIPS



- ▶ Take your time.
- ▶ Be thorough.
- ▶ Be consistent in asking interview questions.
- ▶ Conduct reference checks.
 - Ask: “Would you hire this person again?”
- ▶ Document reasons why you are or are not recommending a candidate for hire.
- ▶ Require a writing sample.

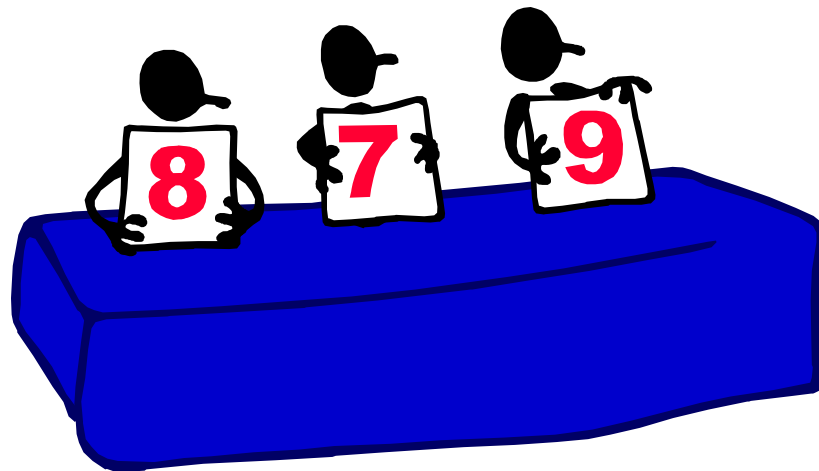
MENTORSHIP

- ▶ Serve as, or provide, a mentor for new employees.
- ▶ Provide support.
- ▶ Listen.
- ▶ Teach.
- ▶ Take away excuses for poor performance.
- ▶ Help new employees be successful.
 - Their success reflects on you as a leader.



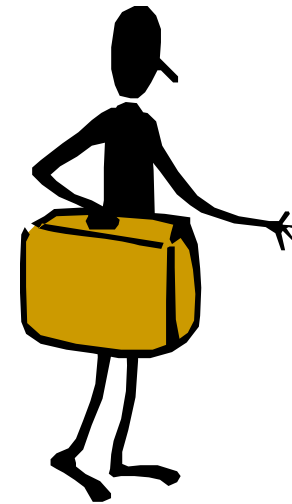
EVALUATION

- ▶ Goal: To provide clear, concise, and constructive feedback to foster continuous improvement



PURPOSES FOR EVALUATION

- ▶ To reward superior performance
- ▶ To improve satisfactory performance
- ▶ To document performance of employee who fails/refuses to improve
- ▶ To provide a legal defense



CERTIFICATED vs. CLASSIFIED

▶ Certificated:

- Education Code sections 44662–44664
- Stull Bill (S.B. 813) – 1997
- Rodda Act (Collective Bargaining Agreement)

▶ Classified:

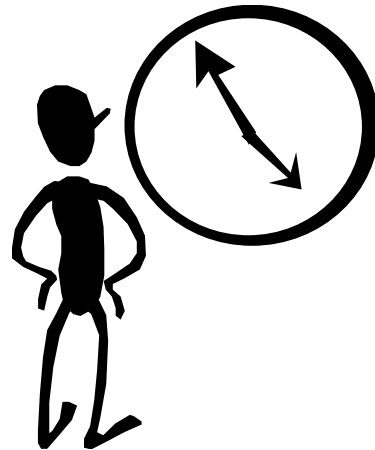
- Education Code sections 45113–45116
- Right to due process in case of disciplinary action or dismissal

TIMELINE FOR EVALUATION – CLASSIFIED EMPLOYEES

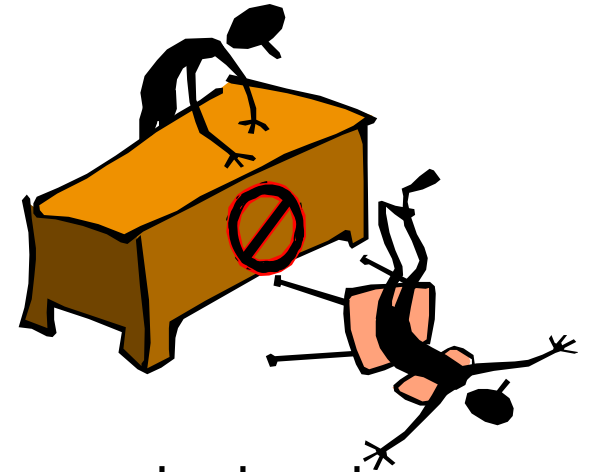
- ▶ Probationary Classified Employees:
 - Probationary period – 1 full year from date of initial employment or as designated in Collective Bargaining Unit Agreement
 - Evaluation period – 2 formal evaluations during first full year of employment or as designated in Collective Bargaining Unit Agreement
 - Dismissal from probationary employment
 - Anytime before 1st day of second year of employment
 - Don't have to give “cause,” but should have “cause”

TIMELINE FOR EVALUATION – CLASSIFIED (cont.)

- ▶ Permanent Classified Employees:
 - Evaluation period – One formal evaluation per year or as designated in Collective Bargaining Unit Agreement



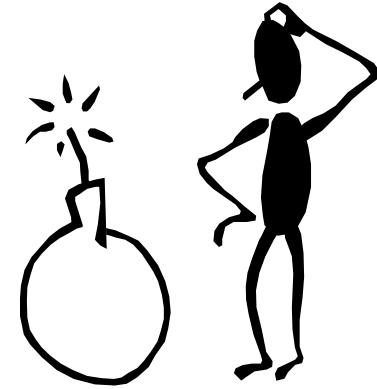
QUOTES FROM ACTUAL EVALUATIONS!



- ▶ “Since my last report, this employee has reached rock bottom and shows signs of starting to dig.”
- ▶ “This employee should go far – – and the sooner he starts, the better.”
- ▶ “Works well under constant supervision and cornered like a rat in a trap.”
- ▶ “He would be out of his depth in a parking lot puddle.”
- ▶ “He sets low personal standards and then consistently fails to achieve them.”
- ▶ “This employee is depriving a village somewhere of an idiot.”

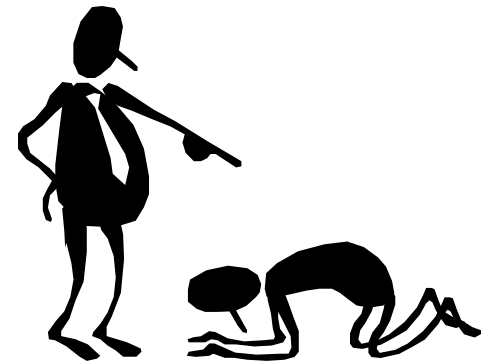
DISCIPLINE

- ▶ “Problem” Employee:
 - Incompetent (can't do job)
 - Reluctant to change (won't do job)
 - Disgruntled (unhappy with life & want everyone else to be unhappy, too)
 - Troubled (personal, financial, marital)
 - Emotionally ill
 - Alcoholic/substance abuse



DISCIPLINE

- ▶ Three most frequent reasons for law suits
 - Negligent hiring
 - Negligent supervision
 - Negligent retention
- ▶ Legally speaking
 - Documentation will make or break every case.
 - Red flag – No documentation



PROGRESSIVE DISCIPLINE

1. Some typical steps:

- Oral warning/
conference
- Meeting summary
- Memo of Concern
- Letter of Reprimand
- Unsatisfactory
evaluation
- Suspension
- Termination

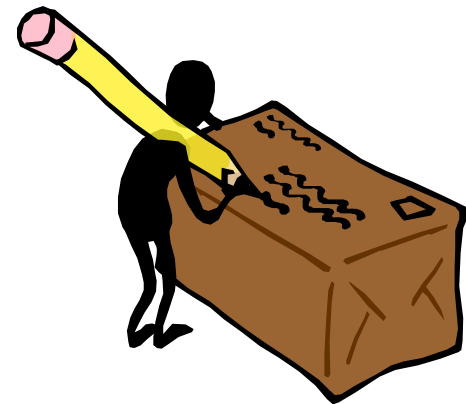


2. Considerations:

- Severity of conduct
- Consistency of
discipline
- Health and safety
- Corrective goals
- Need to prevent
harassment and/or
discrimination

DOCUMENTATION

- ▶ 5 Critical Areas Requiring Documentation
 - Employment interviews
 - Progressive discipline
 - Termination/dismissal
 - Accidents
 - Unusual occurrences



GUIDELINES FOR EFFECTIVE DOCUMENTATION

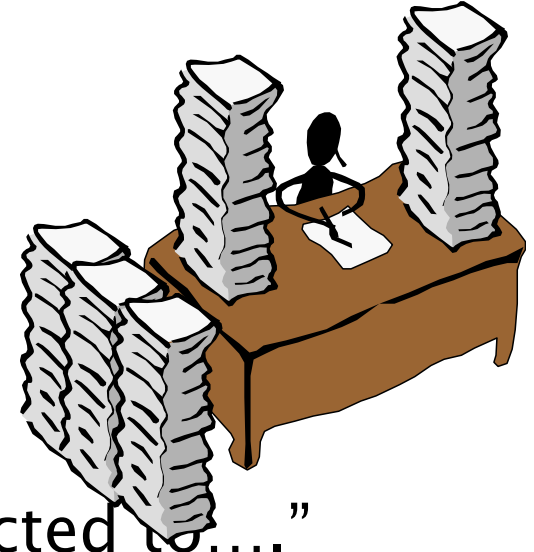
Consult Board Policy and Collective Bargaining Unit Agreement.

- Follow guidelines and recommendations.
- Every personnel document should be a product of clear and thorough communication.
- Each document must apply the correct rules, policies, laws, and regulations.
- Support any significant personnel event with written confirmation to avoid ambiguity and to provide clear direction.

EFFECTIVE DOCUMENTATION

- Factually state what happened
- State the rule or principle violated
- State why the conduct matters to the site/department (state the impact of the conduct on the site/department)
- State what employee must do in the future
- Advise employee of consequences and rights

DOCUMENTS

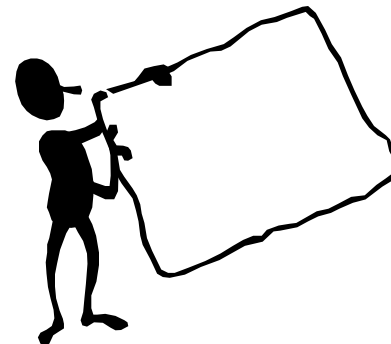


- ▶ Use clear language
- ▶ Effective language:
 - “Effective immediately, you are directed to....”
 - “Failure to comply will result in”
- ▶ Ineffective language:
 - “You should try to”
 - “In the future, make an effort to”
 - “I hope from now on”

Never include a commendation in a letter of reprimand, concern, warning, or memo of understanding.

PERSONNEL FILES

- ▶ California Education Code section 44031
 - “Information of a derogatory nature shall not be entered into an employee’s personnel records unless and until the employee is given notice and an opportunity to review and comment on that information.”
 - Right to inspect



PERSONNEL FILES (cont.)

- ▶ Disciplinary documents must include employee's signature and a statement giving employee an opportunity to respond in writing.
- ▶ Inappropriate personnel file documents:
 - Unsigned letters/memos/evaluations regarding an employee's performance
 - Supervisor notes about an employee's performance

***Important:**

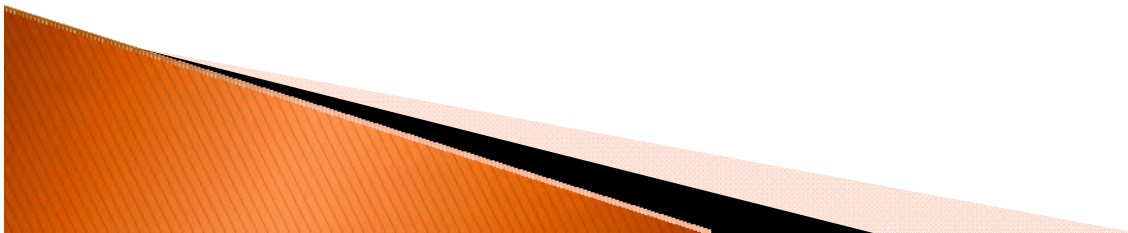
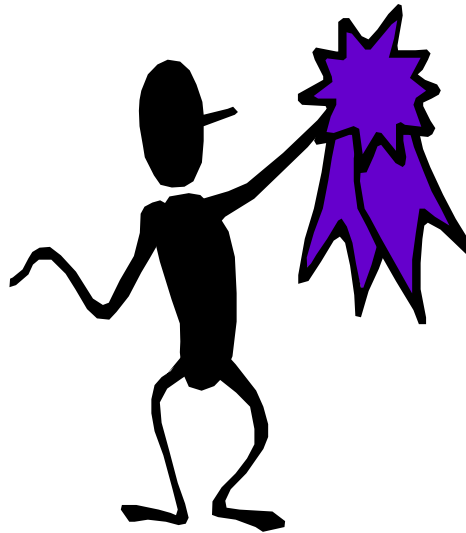
There is only one legal personnel file!

ADMINISTRATIVE RESOURCES

- District Office Team
- Board Policies
- Collective Bargaining Unit Agreement
- Human Resources Department

YOUR MOST IMPORTANT JOB

- ▶ To hire and retain the very best



ADMINISTRATIVE CHOICES

Fear

Alienation

Indecision

Litigation

or

Supervision

Using

Constructive

Communication to

Enhance

Effectiveness and

Development

OPTIONS TO TRADITIONAL EVALUATION MODELS

TEAM/PEER EVALUATION

- ▶ Employee receives feedback from all directions and by all who have contact: supervisor(s), peer(s), and client(s).
 - Self-appraisal is important component.
- ▶ Process is most effective when initiated on a voluntary basis.
- ▶ Difference between the expected performance and perceived/actual performance creates targets for improvement.

360 DEGREE FEEDBACK

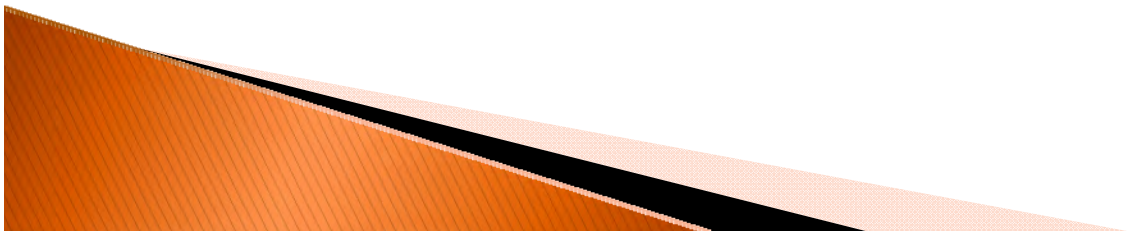
- ▶ Embraces multiple raters
- ▶ Focus is on professional and continuous improvement
- ▶ Used by approximately 75% of Fortune 500 companies
- ▶ Advantages:
 - Precisely identifies measured standards
 - Stimulates collegiality and trust
 - Shifts administrator's role from judge and jury to coach and mentor
 - Leads to specific behavior change for professional improvement
 - Overwhelmingly developmental, not for appraisal

360 Degree Evaluation

- ▶ At your table, Discuss the following:
 1. What would the Instruction Division say about you?
 2. What would the School Site say about you?
 3. What would the Superintendent say about you?

10 REASONS TO USE 360-DEGREE FEEDBACK

1. Defines corporate competencies
2. Increases the focus on customer service
3. Supports team initiatives
4. Creates a high-involvement workforce
5. Decreases hierarchies
6. Detects barriers to success
7. Assesses developmental needs
8. Avoids discrimination and bias
9. Identifies performance thresholds
10. Easy to implement



EVALUATION BY THOSE WITH WHOM YOU WORK

▶ Sample of Bill's Evaluation Process

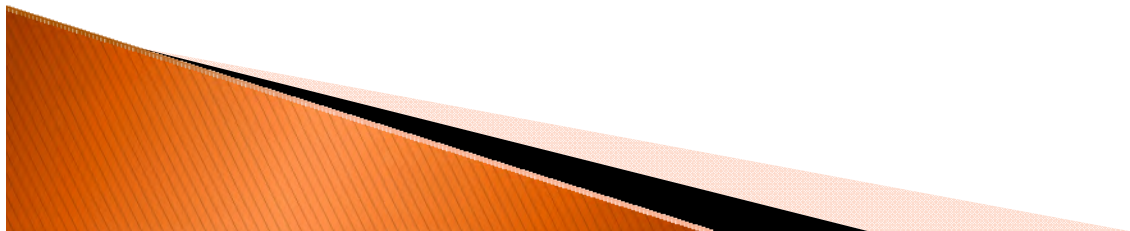
1.0 Leadership	Rating	MJ	WB	CP	SC	GP	Averages
1.1 Monitors department mission/goals which are aligned to CUSD aim(s)	4	4	4	4	3	4	3.80
1.2 Demonstrates & models a positive, can-do attitude & works collaboratively with all stakeholders	3	3	3	3	3	4	3.20
1.3 Demonstrates initiative to develop plans and actions for continuous improvement	4	4	3	3	4	4	3.60
1.4 Facilitates a process that prepares the department for change	4	3	4	4	3	4	3.60
1.5 Demonstrates creative problem-solving skills	4	4	3	3	4	4	3.60
1.6 Establishes processes to determine and monitor customer requirements and satisfaction	3	4	3	3	3	4	3.40
1.7 Effectively communicates department information to all stakeholders	3	3	3	3	2	3	2.80
2.0 Management Skills	Rating	MJ	WB	CP	SC	GP	
2.1 Uses knowledge based information to make decisions, rather than intuition	4	4	4	4	4	4	4.00
2.2 Demonstrates good judgment in making decisions	4	4	3	4	4	4	3.80
2.3 Uses the PDSA (Plan, Do, Study, Act) process for continuous improvement	3	3	3	3	2	4	3.00
2.4 Develops professional internal and external relationships	3	3	3	4	3	4	3.40
2.5 Administers laws, rules, and regulations of the District, State, and Federal governments	4	4	4	4	4	4	4.00

"I sometimes find the upward evaluation of my supervisor a little intimidating while I'm filling out the form but it always proves to be a useful tool in the end by providing an open line of communication between us to discuss issues that we wouldn't otherwise have had an opportunity to bring up throughout the year. I've never had a negative reaction to any of my responses, even when they weren't 100% favorable, so the process has always turned out to be a positive learning experience for both of us." - SC

EVALUATION BY THOSE WITH WHOM YOU WORK

▶ Sample of Bill's Evaluation Process

3.0 Staff Focus	Rating	MJ	WB	CP	SC	GP	
3.1 Develops safety practices	4	4	4	3	3	4	3.60
3.2 Establishes a team approach	3	3	4	3	3	4	3.40
3.3 Provides training and resources necessary for staff to accomplish all goals	4	4	4	4	4	4	4.00
3.4 Builds positive morale with recognition of staff and celebration of successes	3	3	3	3	3	4	3.20
3.5 Deals appropriately and professionally with personnel issues	4	4	4	4	4	4	4.00
4.0 Performance Results	Rating	MJ	WB	CP	SC	GP	
4.1 Demonstrates knowledge of duties and requirements of position	4	4	4	4	4	4	4.00
4.2 Produces a high quality of work that establishes benchmarks for others	4	4	4	4	4	4	4.00
4.3 Produces a high volume/quantity of work; meets deadlines	4	4	4	4	4	4	4.00
4.4 Shows positive trends in achievement of department goals	4	4	4	4	4	4	4.00
4.5 Shows positive trends in customer satisfaction	3	4	3	3	3	4	3.40
4.6 Models exemplary attendance and work ethic	4	4	4	4	4	4	4.00
OVERALL AVERAGE PERFORMANCE RATING	3.65	3.70	3.57	3.57	3.43	3.96	3.64



EVALUATION BY THOSE WITH WHOM YOU WORK

▶ Sample of Bill's Evaluation Process

Commendations (Description of those aspects of the employee's job performance that contribute most to his/her effectiveness.)

- ✓ Bill has successfully demonstrated the following: Effective and efficient leadership of the District's Business Services Division that resulted in no layoffs of District employees. Providing leadership training for District's classified supervisors; Statewide leadership of CASBO; Successful procurement of funding for District construction projects; Ongoing support of the District's capital facilities program; Successful management of CSEA issues.
- ✓ Bill continues to provide support in a number of different ways and encourages his staff to excel both professionally and personally. He also possess an admirable ability to be involved in and oversee many different avenues - often times simultaneously. His talent to stay completely focused and maintain excellent decision making skills while juggling many projects is exceptional. Bill also possesses an extraordinary ability to "see the big picture" and take all things into perspective when making decisions that pertain to the well being of the district, its employees and its students.
- ✓ Multi-tasking guru, negotiation skills, appreciative of others hard work, open door policy - makes time for employees
- ✓ Bill is a wealth of knowledge and helps to provide support to staff with innovative ideas that help the district to be a cut above the rest. He leads by example in raising the bar of expectation of all staff. He continues to push and lead staff to make change that will help Clovis Unified be a great district and not just settle for who we are currently

EVALUATION BY THOSE WITH WHOM YOU WORK

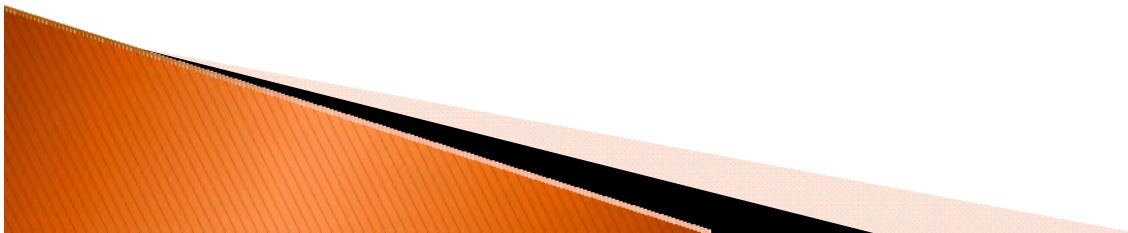
▶ Sample of Bill's Evaluation Process

Goals for Continuous Improvement (Description of those aspects of the employee's job performance in which improvement would contribute most to increased effectiveness.)

- ✓ **Bill needs to continue to work on a plan for open lines of communication between the Instructional Division and the Business Division. This program should include, but not be limited to improving the understanding of the State and District's budgets process by the instructional leadership of the District; Insure the District Budget continues to be focused on the best interest of students as the pressure to address health benefits and retirement benefits grows; continue to enhance the effectiveness of the Facilities Division through ongoing communication about the State funding process.**
- ✓ **Communicate big picture first before task starts. Recognize accomplishments - time and effort**
- ✓ **Take time to clarify instructions to make sure everyone is on the same page to prevent misinterpretation of assignments to increase work productivity.**
- ✓ **In looking at what Bill could do for continuous improvement, I would believe that focusing and looking at how we can build morale and a positive attitude of staff. He needs to look at how we can improve communications with staff on the various issues and items that occur within the district. There is a perception currently that we are not being supportive of their recommendations that they believe are good for the district.**

EVALUATION BY THOSE WITH WHOM YOU WORK

- ▶ At your table, Discuss the following:
 1. What would the Payroll Supervisor say about you?
 2. What would the Maintenance Director say about?
 3. What would your Assistant say about you?



QUESTIONS

