

ONEIDA TRIBE OF WISCONSIN STANDARD OPERATING PROCEDURE	TITLE: Performance Evaluation Tribal Work Standards	ORIGINATION DATE: 12-14-10  REVISION DATE: 6-19-15  EFFECTIVE DATE: Upon last signature
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**1.0 PURPOSE:** To provide a consistent process for completing the performance evaluation. The performance evaluation is an opportunity for a manager and employee to meet, review, and discuss organization/departmental priorities, employee's job performance, and employee's performance expectations.

**2.0 DEFINITIONS:**

- 2.1 **Area Manager (AM):** The supervisor's supervisor.
- 2.2 **Competency:** The observable knowledge, skills, abilities, and behaviors critical to successful job performance.
- 2.3 **Core Values:** Five core values of the Oneida Nation used on the Performance Evaluation form are: Ka?tshatst?sla (Fostering Teamwork), Ka?Nikuhli-yo (Managing Change), Kalihwi.yo (Attention to Communication), Kanolukhwasla (Customer Orientation), Yukwatsistay? (Thoroughness).
- 2.4 **Department Director:** The highest level position within the department which can be Gaming General Manager, Assistant Gaming General Manager, Area Manager or Director. Director duties may be designated by the Director and will be noted as "director or designee" in this document.
- 2.5 **Human Resources Department: (HRD)** The Tribal Department responsible for the administration of personnel functions.
- 2.6 **Human Resources Representative: (HRR)** An employee designated by the HRD Area Manager to facilitate and enforce human resources processes.
- 2.7 **Immediate Supervisor:** The person directly overseeing the work and performance of an employee on a daily basis. They are responsible for hiring, training, scheduling, evaluating performance, mentoring and coaching employees. In some cases, there may be more than

one immediate supervisor.

- 2.8 **Performance Evaluation Form:** This is the approved form to be used to evaluate all employees including Gaming, programs, non-divisional and politically appointed employees of the Oneida Nation of Wisconsin.
- 2.9 **Performance Scale:** The “%” rating found on the Scoring Table at the end of the performance evaluation. This is the total score found on the evaluation and is automatically calculated when the supervisor inputs the employee score on the Performance Evaluation.
- 2.10 **Political Appointment:** Status of an employee who works for an elected official during their term of office.
- 2.11 **Regular Status Employee:** An employee classified as regular, part-time, half-time, full-time, contracted or interim.
- 2.12 **Temporary Employee:** An employee hired for a short term assignment to include limited term, emergency/temporary, sub-relief, seasonal I, student interns and youth workers.
- 2.13 **Three month probationary period:** Shall be interpreted as 90 days.

### 3.0 WORK STANDARDS

#### General

- 3.1 Supervisors must evaluate employees by 11:59 p.m. on August 1<sup>st</sup> of each year using the approved HRD Performance Evaluation Form.
  - 3.1.1 Based on extenuating circumstances, the HRD Manager may grant an extension beyond the August 1<sup>st</sup> deadline with appropriate justification and if received before August 1<sup>st</sup>.
- 3.2 The employees that must be evaluated are:
  - 3.2.1 All regular status employees, contracted, politically appointed, and interim employees;
  - 3.2.2 Initial probation upon hire - six weeks and/or ninety days;
  - 3.2.3 Probation from an unsatisfactory Annual Evaluation;
  - 3.2.4 Employees on modified duty, leave of absence (LOA) or suspension must be evaluated within two weeks of their return to work.
- 3.3 Supervisors are not required to complete an Annual Performance Evaluation for:
  - 3.3.1 Temporary employees:
    - 3.3.1.1 If a supervisor completes a Performance Evaluation on a temporary employee it will be maintained in their departmental employee file only.
  - 3.3.2 Employees who are on a Probationary Status.
  - 3.3.3 Employees who received a six week or ninety day evaluation between May 1<sup>st</sup> and August 1<sup>st</sup>.
- 3.4 Employees will be evaluated only for the time they worked during the evaluation period.

## EVALUATION FORM

- 3.5 The Performance Evaluation Form is on the Oneida Intranet under: Frequently Used Forms – HRD – Supervisor Forms.
- 3.5.1 This form cannot be changed or altered, except by HRD.
- 3.6 The first five competencies on the evaluation are required and aligned with Oneida's Core Values. These Core Values are on all Performance Evaluations and cannot be eliminated.
- 3.6.1 The Supervisor must select an additional three competencies and may select up to ten additional competencies that are job specific and based on job duties.
- 3.7 Supervisors are encouraged to insert comments in the Comment Section for each competency scored. The comments should:
- 3.7.1 Help the employee understand what is expected from them;
- 3.7.2 Help the employee understand how they can improve their performance;
- 3.7.3 Provide specific examples explaining why the employee received that score.
- 3.8 The Performance Evaluation score ranges from 0 to 5:
- 3.8.1 90% to 100% = Outstanding
- 3.8.2 75% to 89% = Exceeds Expectations
- 3.8.3 60% to 74% = Satisfactory
- 3.8.4 51% to 59% = Needs Improvement
- 3.8.5 0% to 50% = Unsatisfactory

## UNSATISFACTORY EVALUATIONS

- 3.9 An Unsatisfactory Annual Performance Evaluation will result in a probation status for the employee.
- 3.10 For an unsatisfactory Annual Performance Evaluation, the supervisor must submit documentation to the employee, Area Manager and HRR to include:
- 3.10.1 Written detail of the performance deficiency.
- 3.10.2 Start date of probation (First working day after the evaluation was signed).
- 3.10.2.1 Unsatisfactory evaluations must be received by HRD to update employee to probationary status within 24 hours of signature/s.
- 3.10.3 The supervisor should explain in detail what the employee must do to meet or exceed performance expectations on the Work Action Plan, one of the documents in the Performance Evaluation Form.
- 3.10.3.1 This Work Action Plan must be signed and dated by the employee and Supervisor and submitted with the Performance Evaluation.
- 3.11 A repeat evaluation must be conducted ninety (90) days after the unsatisfactory evaluation was received and signed. The second evaluation will result in the employee:
- 3.11.1 Being removed from probation if:
- 3.11.1.1 The second evaluation results in an overall satisfactory rating; or
- 3.11.1.2 The second evaluation was not received by HRD within 24 hours of reviewing the evaluation with the employee.
- 3.11.2 Receiving appropriate disciplinary actions if the second evaluation also results in an unsatisfactory rating.
- 3.12 During the probationary period from an unsatisfactory Performance Evaluation, employees may be disciplined for violations of the Personnel Policies and Procedures.

- 3.13 Employees may appeal an unsatisfactory evaluation to the HRD Manager or designee.
  - 3.13.1 The HRD Manager or designee will consult with the supervisor and employee to negotiate an appropriate resolution. (See Resolution Process for Appealed Unsatisfactory Annual Performance Evaluations dated 6/21/11)
  - 3.13.2 Based on extenuating circumstances, the HRD Area Manager may grant an Extension for the appeal of an unsatisfactory evaluation if received within 10 working days of receipt of the evaluation.

#### **PRIOR TO EVALUATION**

- 3.14 It is the responsibility of the Supervisor to notify the employees of the competencies they will be evaluated on the following year when conducting the evaluation or during the departmental employee's orientation.
- 3.15 If employees are supervised by multiple supervisors, the supervisors should meet and agree on:
  - 3.15.1 Appropriate competencies for the employees;
  - 3.15.2 How the employees will be scored;
  - 3.15.3 How the rating will be determined for that group of employees they supervise.
- 3.16 Supervisors evaluating the same type of position must understand:
  - 3.16.1 How the employee's performance will be documented, measured or calculated throughout the evaluation period.
  - 3.16.2 What each selected competency means and how it relates to the performance of specific job duties for that group of employees.
  - 3.16.3 What a scoring level of "0 to 5" means for that group of employees:
    - 3.16.3.1 Employees are eligible to receive scores ranging from 0 to 5 based on performance of job duties.

#### **PERFORMANCE EVALUATION MEETING WITH EMPLOYEE**

- 3.17 Supervisors must meet with each employee on an annual basis to review and discuss the employee's performance and document their scores on the Performance Evaluation Form.
- 3.18 In the performance evaluation meeting, the supervisor should discuss with the employee:
  - 3.18.1 How the competency selected relates to their job;
  - 3.18.2 What the employee's score is and why they received it;
  - 3.18.3 Specifics on how the employee can improve their job performance.
- 3.19 The supervisor may use the Work Action Plan Form, one of the documents in the Performance Evaluation Form, to document and clarify additional expectations for the employee.
- 3.20 In the performance evaluation meeting, the supervisor will:
  - 3.20.1 Allow the employee time to provide additional comments on the form;
  - 3.20.2 Allow the employee to take the form with them to provide additional comments.
  - 3.20.3 The supervisor will notify the employee when the evaluation must be returned.
- 3.21 During the performance evaluation meeting or after the meeting, the supervisor may adjust the employee's score, based on the employee's input.

## **AFTER PERFORMANCE EVALUATION MEETING**

- 3.22 Supervisors may submit the Annual Performance Evaluation form to their supervisor for review, based on their departmental processes.
- 3.23 All Annual Performance Evaluations should:
- 3.23.1 Have a score for each competency selected.
  - 3.23.2 Have a minimum of eight competencies scored and a maximum of fifteen competencies scored.
  - 3.23.2 Be signed and dated by the supervisor and employee.
    - 3.23.2.1 Based on their departmental processes, the Area Manager signature may be required.
  - 3.23.3 Have all scores correctly calculated in the Scoring Table at the end of the evaluation.
- 3.24 Any Performance Evaluation not completed, not accurate, or not signed/dated will be returned to the Supervisor.

## **COMPLETED EVALUATION**

- 3.25 After the Performance Evaluation has been reviewed with employee, the supervisor must sign the evaluation and ask the employee to sign the evaluation.
- 3.25.1 Employees on modified duty, leave of absence (LOA) or suspension must be evaluated within two weeks of their return to work.
- 3.26 The employee's signature acknowledges the Performance Evaluation was reviewed and discussed with them by their immediate supervisor.
- 3.27.1 If the employee refuses to sign the Performance Evaluation, the supervisor will indicate "refused to sign" on the employee signature line, supervisor's initials, date, and submit the evaluation without the employee's signature.
- 3.28 The supervisor will submit a PDF copy of the Performance Evaluation form to this address: HRD\_Performance\_Evaluation
- 3.28.1 Multiple evaluations may be included in one email; however, each evaluation must be saved separately.
- 3.29 The completed, signed evaluation will be placed in the employee's personnel file.

## **4.0 REFERENCES**

- 4.1 Personnel Policies and Procedures
- 4.2 Performance Evaluation Form (See Frequently Used Forms)
- 4.3 Resolution Process for Appealed Unsatisfactory Annual Performance Evaluations dated 6/21/11

## **5. FORMS**

- 5.1 Performance Evaluation Form (On Intranet – Frequently Used Forms – HRD – Supervisor Forms)

