

# CLARK ATLANTA UNIVERSITY

## Policy 9.1.5: Probationary/Evaluation Period for Staff



<b>CLARK ATLANTA UNIVERSITY</b>		
<b>POLICY and PROCEDURE</b>	<b>Subject:</b> <b>Probationary/Evaluation Period for Staff</b>	
<b>Department:</b> <b>Human Resources</b>	<b>Review/Revise Date:</b> 1/28/2010 09/14/2017 8/21/2018	<b>Issued By:</b> <b>Chief People Officer</b>
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<b>Dr. Ronald A. Johnson</b>	<b>08/22/2018</b>	
<b>Signature of Approver</b>	<b>Date</b>	

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## **1.0 Policy Statement**

All new staff employees are required to satisfactorily complete a ninety (90) day probationary period. Staff employees who have been promoted are required to complete a ninety (90) day evaluation period. Staff employees making a lateral transfer without a break in service are not required to complete either a probationary or evaluation period.

## **2.0 Procedure Narrative**

### **2.1 New Employees**

During the probationary period the supervisor determines if the employee has demonstrated that they have the knowledge and skills required to perform satisfactorily in their new position.

- At the end of the first ninety (90) calendar days of employment, the employee's performance is evaluated by his/her supervisor to determine whether the employee has performed satisfactorily in his/her job. The Staff Performance Plan and Evaluation Form (Appendix A) is completed at this time.
- If a staff member is proving unsuitable for the job, the supervisor discusses the situation with a Human Resources representative. This contact must be made as early as possible, but at least 14 calendar days prior to the end of the 90-calendar day probationary period, and before discussing it with the staff member. The Human Resources representative provides information, advice and the appropriate procedure to follow in the event of an extension of the probationary period or termination.
- The probationary period may be extended in writing by the department head upon recommendation of the immediate supervisor and with the agreement of the Director of Human Resources. Extensions to the standard probationary period may not exceed sixty (60) calendar days.
- At the end of the extended probationary period, the supervisor revises the Staff Performance Plan and Evaluation Form and provides the appropriate recommendation regarding the employee's continued employment. All documentation, including the performance evaluations, must be forwarded to the Office of Human Resources for inclusion in the employee's personnel file.
- After successfully completing the probationary period, the staff member becomes a regular full-time or a regular part-time employee of the University.
- Employees in the 90-day probationary period may be separated from the University without cause and have no recourse through the grievance procedure.

### **2.2 Promoted or Transferred Employees**

Regular full-time employees who are promoted, or transferred, or whose jobs are reclassified are not re-categorized to probationary employee status; however, the transferred, promoted or reclassified employee must satisfactorily complete a 90 day evaluation period. The employee's supervisor completes the Staff Performance Plan and Evaluation Form at the end of this time.

If the employee receives an unsatisfactory performance evaluation they may be transferred back to their former position if it is still open. However, if their former position has been filled and there are no open positions for which they are qualified they may be terminated.

### **3.0 Entities Affected By This Policy**

All staff employees

### **4.0 Definitions**

**Regular Employee:** A person who is hired to provide services to the University on a regular basis in exchange for compensation and who does not provide these services as part of an independent business.

## 5.0 Desktop Procedures

### New Employees

Step	Action
1	At the end of the first ninety (90) calendar days of employment, the employee's performance is evaluated by his/her supervisor to determine whether the employee has performed satisfactorily in his/her job. The Staff Performance Plan and Evaluation Form (Appendix A) is completed at this time.
2	If a staff member is proving unsuitable for the job, the supervisor discusses the situation with a Human Resources representative. This contact must be made as early as possible, but at least 14 calendar days prior to the end of the 90-calendar day probationary period, and before discussing it with the staff member. The Human Resources representative provides information, advice and the appropriate procedure to follow in the event of an extension of the probationary period or termination.
3	The probationary period may be extended in writing by the department head upon recommendation of the immediate supervisor and with the agreement of the Director of Human Resources. Extensions to the standard probationary period may not exceed sixty (60) calendar days.
4	At the end of the extended probationary period, the supervisor revises the Staff Performance Plan and Evaluation Form and provides the appropriate recommendation regarding the employee's continued employment. All documentation, including the performance evaluations, must be forwarded to the Office of Human Resources for inclusion in the employee's personnel file.
5	After successfully completing the probationary period, the staff member becomes a regular full-time or a regular part-time employee of the University.

### Promoted or Transferred Employees

Step	Action
1	Regular full-time employees who are promoted, or transferred, or whose jobs are reclassified are not re-categorized to probationary employee status; however, the transferred, promoted or reclassified employee must satisfactorily complete a 90 day evaluation period.
2	The employee's supervisor completes the Staff Performance Plan and Evaluation Form at the end of 90 day evaluation period.

**6.0 Appendix A**

**STAFF PERFORMANCE PLAN AND EVALUATION**

**Clark Atlanta University**

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**CONFIDENTIAL DOCUMENT**

- ANNUAL
- PROBATIONARY
- IMPROVEMENT PLAN

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Name (Last, First, Middle)

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Position Title Starting Date in Position

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Unit Area Department

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Evaluation Period Date of This Evaluation

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From: To:

Periodic Reviews:	Date		Date		Date	
	Evaluator		Evaluator		Evaluator	

**PART I PERFORMANCE OBJECTIVES**

Document here the most critical and important objectives and work projects to be accomplished and evaluated during this performance cycle. The objectives should be written in crisp concise quantifiable statements that describe outcomes that are measurable by results as opposed to activities. Identify what level of performance is satisfactory and how results will be measured. The objectives should be consistent with university and area/unit goals and should also be related to the employee's job description and/or accountabilities. Actual results should be documented and a rating assigned by circling the appropriate numerical Value.

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Objective:

Results:

Rating: Not Meet	Far Exceeds	Exceeds at times	Meets	Partially Meets	Does
	5	4	3	2	1

---

Objective:

Results:

Rating: Not Meet	Far Exceeds	Exceeds at times	Meets	Partially Meets	Does
	5	4	3	2	1

---

**PART I PERFORMANCE OBJECTIVES**

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Objective:

Results:

Rating: Not Meet	Far Exceeds	Exceeds at times	Meets	Partially Meets	Does
	5	4	3	2	1

---

Objective:

Results:

Rating: Not Meet	Far Exceeds	Exceeds at times	Meets	Partially Meets	Does
1	5	4	3	2	

---

**RATING OF PERFORMANCE OBJECTIVES:**

Far Exceeds Expectations	5
Exceeds Expectations at times	4
Meets Expectations	3
Partially Meets Expectations	2
Does not Meet Expectations	1

**PART II - COMPETENCIES**

Listed below are those competencies i.e. underlying skills, abilities, and behaviors that are necessary for success. Descriptions of the norm are provided for each competency along with a scale to be used in evaluating the degree to which the employee displays the described behaviors, skills and abilities. Circle the appropriate numerical value and provide a rationale for the rating in the comment section.

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**1. Job knowledge:**

Possesses and applies sufficient skill and knowledge to perform all parts of the job effectively, efficiently and safely while Making an active effort to stay up-to-date and learn continuously.

Far Exceeds	Exceeds at times	Meets	Partially Meets	Does Not Meet
5	4	3	2	1

Comments:

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**2. Teamwork:**

Works effectively with others by sharing information and resources as appropriate, helping others when needed and accepting help and ideas from others with an open mind.

Far Exceeds	Exceeds at times	Meets	Partially Meets	Does Not Meet
5	4	3	2	1

Comments:

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**3. Problem Solving:**

Uses available resources including other people and data to recognize and analyze work related problems, evaluate potential solutions, and act decisively in recommending or implementing solutions.

Far Exceeds	Exceeds at times	Meets	Partially Meets	Does Not Meet
5	4	3	2	1



Comments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4. Accountability:**

Assumes ownership of assigned responsibilities along with the outcomes and results achieved and does not make excuses for errors or blame others for mistakes.

Far Exceeds	Exceeds at times	Meets	Partially Meets	Does Not Meet
5	4	3	2	1

Comments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**5. Human Relations:**

Displays a sense of responsibility and responsiveness to students, parents, co-workers, and other constituents of the university while soliciting and accepting feedback and seeking to continuously improve customer/constituent satisfaction.

Far Exceeds	Exceeds at times	Meets	Partially Meets	Does Not Meet
5	4	3	2	1

Comments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**6. Work Quality:**

Does tasks thoroughly in a reasonable amount of time with a minimum of error while delivering high quality work products and services consistently.

Far Exceeds	Exceeds at times	Meets	Partially Meets	Does Not Meet
5	4	3	2	1

Comments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**7. Communications:**

Conveys thoughts clearly and presents ideas effectively and concisely both verbally and in writing while also listening attentively to others and asking appropriate questions.

Far Exceeds	Exceeds at times	Meets	Partially Meets	Does Not Meet
5	4	3	2	1

Comments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**8. Adaptability/Flexibility:**

Responds well to change and accepts constructive criticism and suggestions willingly while always maintaining objectivity during conflicts and dealing responsibly and maturely with anger, frustration, and disappointment.

Far Exceeds	Exceeds at times	Meets	Partially Meets	Does not Meet
5	4	3	2	1

Comments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**9. Attitude/Motivation:**

Displays drive, energy and a positive attitude in completing assignments and interacting with others while maintaining a high level of enthusiasm for the job and the mission of the university.

Far Exceeds	Exceeds at times	Meets	Partially Meets	Does not Meet
5	4	3	2	1

Comments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**10. Planning and Organizing:**

Utilizes time effectively and efficiently by planning and organizing work effectively, identifying required resources needed for projects and by setting appropriate deadlines and checkpoints to meet them.

Far Exceeds	Exceeds at times	Meets	Partially Meets	Does not Meet
5	4	3	2	1

Comments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**11. Attendance:**

Is consistently present for work according to the assigned schedule and absences are not excessive.

Far Exceeds	Exceeds at times	Meets	Partially Meets	Does not Meet
5	4	3	2	1

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**12. Punctuality:**

Is always prompt for prescribed scheduled working hours. Tardiness is not excessive.

Far Exceeds	Exceeds at times	Meets	Partially Meets	Does Not Meet
5	4	3	2	1

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**RATING OF COMPETENCIES:**

Far Exceeds Expectations	5
Exceeds Expectations at times	4
Meets Expectations	3
Partially Meets Expectations	2
Does not Meet Expectations	1

**PART III - PEOPLE MANAGEMENT ASSESSMENT**

**Complete this section only for those managers who have direct responsibility for managing and conducting performance appraisals of other employees. Circle the appropriate numerical value and provide a rationale for the rating in the comments section.**

**Analytical Ability:**

Demonstrates a thorough and accurate grasp of data analysis and an awareness and understanding of relevant policies and procedures. Reviews and discusses relevant policies and procedures with staff and interprets and applies them appropriately. Uses data to determine the effect such information has on the accomplishment of individual and unit objectives.

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Rating:**

<b>Far Exceeds</b>	<b>Exceeds at times</b>	<b>Meets</b>	<b>Partially Meets</b>	<b>Does not Meet</b>
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

**Leadership Effectiveness:**

Obtains maximum results from staff in completing unit objectives in a timely manner. Provides each employee with a detailed job description and performance plan that he/she accepts and understands. Ensures the employees understand the Unit's objectives and their role in accomplishing them. (See Part II- Performance Objectives). Provides new employees with clear, hands-on directions for assigned tasks or delegates that responsibility to an experienced and capable staff member. Applies an appropriate leadership style to meet the needs of each employee to achieve maximum results with assigned tasks. Adheres to University and Unit policies and procedures.

Comments:

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**Rating:**

<b>Far Exceeds</b>	<b>Exceeds at times</b>	<b>Meets</b>	<b>Partially Meets</b>	<b>Does not Meet</b>
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

**Leadership Efficiency:**

Takes prompt action that results in appropriate outcomes. Responds to requests in a timely manner. Uses staff, where appropriate, to assist in collecting and synthesizing data. Creates an open and supportive work environment that encourages employees to ask for help when they make agenda suggestions for staff meetings. Reinforces positive behavior and good work by thanking employees, verbally and/or in writing, for a job well done. Identifies and encourages staff participation in training programs for developmental purposes. Addresses internal conflicts promptly and fairly.

Comments:

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**Rating:**

<b>Far Exceeds</b>	<b>Exceeds at times</b>	<b>Meets</b>	<b>Partially Meets</b>	<b>Does not Meet</b>
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

**Fiscal Responsibility:**



**PART V - EMPLOYEE COMMENTS**

Use this section for the employee to make any comments or observations about this appraisal. The employee's signature indicates receipt and discussion of the evaluation with the supervisor but does not necessarily mean that the employee agrees with it.

**Comments:**

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\_\_\_\_\_  
Employee signature

\_\_\_\_\_  
Print employee name

\_\_\_\_\_  
Date

**PART VI - REVIEWING AREA/UNIT HEAD COMMENTS**

**Comments:**

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\_\_\_\_\_  
Reviewer's signature

\_\_\_\_\_  
Print reviewer's name

\_\_\_\_\_  
Date