

**Performance Program  
and Evaluation Training  
for Supervisors of CSEA Employees**

# Purpose

The Performance Program and Evaluation cycle is the annual, contractually required process that establishes performance objectives and reviews and assesses an employee's performance against those objectives. Each employee shall have his or her performance evaluated by the employee's immediate supervisor formally, in writing, once each year.

# Probationary Period

The probationary period is intended to provide an opportunity to evaluate an employee on the knowledge, skills, and ability (as demonstrated by the employee's conduct and performance). The probationary period is a set amount of time during which a decision to retain or terminate a probationer must be made.

An unsatisfactory probationer may be terminated without a formal hearing pursuant to §4.5(a) (4NYCRR) at any time after eight weeks and before completion of the maximum period of probationary service. However, a probationer should not be terminated while on approved FMLA leave.

# Probationary Period

Upon appointment, the employee should be provided with a description of the job responsibilities of the position and explaining the required standards of workplace conduct and performance. Ideally, such information will be conveyed at the beginning of employment or as early as possible during the probationary term.

When serving a probationary period, employees should be evaluated to make a general, overall evaluation and recommendation for future action regarding permanency of the employee.

# Probationary Period Evaluations

The probationary evaluation form should be completed at least twice during the probationary period; mid-way through the probationary period, and the end of the probationary period. The final probationary evaluation must be completed no later than two weeks before the probation end date. Probationary evaluations may be done more frequently as warranted.

If you are considering termination of the employee due to an unsatisfactory rating, please contact Human Resources as soon as possible.

This evaluation process precedes and is separate from the annual evaluation process. Once probation is passed, supervisors should create an annual performance program.

The Probationary Evaluation form can be found at:

<https://www.fredonia.edu/about/offices/human-resources/performance-program-evals>

# Performance Program

List the primary or important tasks of the incumbent's position and briefly describe how you expect each to be performed. Your expectations should be expressed in terms of quality and/or quantity where possible.

See <https://www.cs.ny.gov/tsplan/tsp.html> for a complete list of Classification Standards.

# Performance Program

Goals should be specific, and state both long and short term objectives. Where possible, the program should state quantities of duties (e.g. once a month; every week), and relative percentages of the employee's obligation that each duty requires.

# Performance Evaluation

Evaluation is a continuing process carried out on a daily basis, and the Performance Evaluation is a yearly, formal measure of performance against the objectives outlines in the previously established Performance Program. It should:

- Reinforce positive work habits
- Increase employee engagement
- Identify areas to improve
- Demonstrate respect and commitment
- Recognize and memorialize achievements
- Ensure contractual compliance



# Forms

<https://www.fredonia.edu/about/offices/human-resources/performance-program-evals>

# Process Timeline

It is a contractual requirement that employees be evaluated once per year, however, unlike UUP, there is no set time frame during which the performance program and evaluation must be completed. The performance program and evaluation dates should still remain consistent from year to year to the fullest extent possible (for example, using anniversary dates, 09/01/20XX - 08/31/20XX, or whichever annual cycle fits the department).

The performance program evaluation period cannot start prior to the employee's receipt of the program. If the program start date is a date before the employee receives a copy of the program for the upcoming year, the start date must be adjusted to, at the earliest, the date the employee signs to indicate receipt of the performance program.

# Process Timeline

1. Solicit an optional 1-page summary of performance accomplishments achieved during the current evaluation cycle. Supervisors are encouraged to contact their immediate supervisor to secure their perspective regarding the employee's performance.



# Process Timeline

2. Prepare draft PE and PP forms and schedule a mutually convenient time to meet with the employee and discuss the draft PE and PP forms.



# Process Timeline

3. Meet with the employee to review and discuss draft PE and PP forms. As necessitated by information exchanged in the meeting, the supervisor modifies the draft PE and PP forms.



# Process Timeline

4. Secure the employee's signature on the finalized PE and PP forms, provide employee with a signed copy of both forms, forward the original forms to Human Resources, and provide copies as per distribution list. Note – employee must sign form to confirm receipt of program and evaluation.

The Evaluation shall include a summary characterization of the employee's performance as either "Satisfactory" or "Unsatisfactory" (1).

The supervisor shall also utilize the evaluation rating scale (e.g.: "Outstanding," "Highly Effective," "Satisfactory," etc.) for the criteria listed on the form.



# Process Timeline

The employee may provide written commentary regarding evaluation. If commentary is included, it shall be listed on or attached to the form and placed in the employee's official personnel file.

The employee shall have the right to appeal an "Unsatisfactory" performance rating, within 15 calendar days of receipt of the rating, to the Agency Level Appeals Board on forms provided by the State.