



Human Resource Policy Manual

Subject: Performance Appraisal Policy

HR Policy: 510

Effective Date: 05/01/05

Revision: Revision Date: Page 1 of 3

Board of Directors Approval: 03/12/05

MSHS Policy Council Approval: 04/02/05

This Policy has been drafted as a guideline for our employees. Final interpretation of the items discussed will be governed by the applicable procedure statements and the Human Resources Department. It shall not be construed to form a contract between our employees and the operating units of Texas Migrant Council, Inc. Texas Migrant Council, Inc. reserves the right to alter, rescind, or change any part or section of this Policy unilaterally and without prior notice.

1.0 PURPOSE

This policy outlines the performance appraisal program to be used for all exempt and non-exempt employees.

2.0 OBJECTIVE

- 2.1** To provide an objective and quantifiable measure of an employee's performance so that an individual can be evaluated based on his or her performance and contribution to the Company.
- 2.2** To establish a formal procedure and framework for an annual discussion of performance between each employee and their supervisor.
- 2.3** To assess and determine the developmental needs of the employee and assist in formulating and action plan to address those needs.
- 2.4** To identify promotable individuals and determine how their abilities may best be employed by the Company.

3.0 POLICY

- 3.1** Formal performance appraisals must be completed and reviewed with all salaried employees at least annually. Typically, this review will occur twelve (12) months after the hire date, the date of the last merit review, or the date of a promotion.
- 3.2** A completed Performance Appraisal must accompany all requests for merit increases and promotions. The Performance Appraisal Letter should be completed and reviewed with the employee even when no increase is granted.



Human Resource Policy Manual

Subject: Performance Appraisal Policy

HR Policy: 510

Effective Date: 05/01/05

Revision: Revision Date: Page 2 of 3

Board of Directors Approval: 03/12/05

MSHS Policy Council Approval: 04/02/05

- 3.3** The Performance Appraisal should evaluate an individual's performance over the last period recognizing performance to established goals, significant accomplishments, and strengths as well as deficiencies and opportunities for improvement. In addition, an appraisal should set goals and objectives for the next period.
- 3.4** A supervisor should take the following steps in evaluating an employee's performance:
- 3.4.1** Establish your performance expectations. What are the critical tasks, responsibilities, and key results required for this position? To be effective, standards should be realistic, achievable, understood, and communicated in advance of the appraisal or by means of the previous appraisal.
 - 3.4.2** Observe the employee's job performance. One method is the critical incident approach in which the supervisor notes during the evaluation period any exceptional examples of performance above the acceptable level or below the acceptable level. Keep in mind that, as a supervisor, you should try and track positive performance as well as negative performance.
 - 3.4.3** Compare performance expectations with results. A potential distortion is the halo or horns effect in which a supervisor is aware of some prominent or recent example of good or bad performance and assumes all aspects of the jobholder's performance to be equally good or bad. The focus needs to be on the entire period.
 - 3.4.4** Develop with the employee a plan to improve performance as well as foster the employee's own growth.
 - 3.4.5** Use the progress or development interview to motivate the employee. These discussions create the basis of the annual performance review, goals and objectives.
 - 3.4.6** Performance appraisals are really on going. A good supervisor regularly provides both positive and negative performance feedback to their subordinates. This feedback should address the results of good and/or poor performance behavior. Catch employees doing good and shape behavior through rewarding (recognizing) these examples of desired behavior.
- 3.5** A performance appraisal documents an employee's level of performance and must be returned to the Human Resources Department for inclusion in the employee's permanent file after the performance appraisal interview. A copy of the performance appraisal should be given to the employee.



Human Resource Policy Manual

Subject: Performance Appraisal Policy

HR Policy: 510

Effective Date: 05/01/05

Revision:

Revision Date:

Page 3 of 3

Board of Directors Approval: 03/12/05

MSSH Policy Council Approval: 04/02/05

—

4.0 RESPONSIBILITIES

- 4.1** Each supervisor is to review their employees on at least an annual basis following the guidelines of this policy.
- 4.2** Each area manager is responsible for ensuring that performance appraisals and increases happen in a timely manner.
- 4.3** Human Resources has the responsibility to maintain these programs and aid in the interpretation of policy. This includes auditing the performance appraisal program to ascertain compliance with the guidelines of this policy.