

This training resource is designed to help conservation district directors and employees stay informed of key points discussed in recent web-based training. The document should be listed on the district's meeting agenda for discussion and review.

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### Purpose of Evaluations

They are not fun, but they are necessary and they are a duty of both the board and the employee. Preparation is continuous throughout employment to help build a better district. Evaluations should be a dialogue, not a monologue. Evaluations:

- Build a stronger more effective district & employees
- Ensure goals and objectives are met
- Justify staffing
- Provide an opportunity for both district boards and employees to give and receive feedback

### How to conduct an evaluation

- Must be completed at least annually for all employees – both full-time and part-time and must be conducted in executive session. For new staff, early evaluations (i.e. 30-day, 60-day) should be scheduled and conducted to provide feedback.
  - Should be scheduled in advance
  - Be prepared to spend adequate time on the evaluation; it should take more than 5 minutes.
  - Prepare to give and receive constructive feedback
- Based on job description, performance standards, district goals & objectives plus deliverables
  - Directors and employees are responsible for knowing the job description, performance standards, district goals and objectives plus deliverables.
  - District Goals & Objectives as set out in the Long Range Plan and Joint Plan of Operation
  - Deliverables and deadlines are known well in advance and shared through a variety of sources – District Services Updates, emails from OCC, etc.
- Evaluations must be carried out by the board; this duty may not be delegated to other staff or supervisors.
  - Other supervisors should be invited to attend or to provide input. Generally, if someone other than the board and employee signs the timesheet, the board should seek input from that person as part of the evaluation process.
- Signed by the board, employee and other supervisor, if applicable
  - Signature by the employee does not indicate that they agree with the evaluation
- The completed evaluation form must be retained as a permanent record in the employee's file
- Notification must be submitted to District Services when evaluations are complete

### Form for Evaluation

- Evaluation forms are attached to the job description and performance standards.
- All employees should have current, signed job descriptions in their file. This includes any part-time employees
- Stock forms can be found on the OCC Website on the Forms for Conservation Districts page under the Claims, Payroll and Personnel accordion.
- Download and edit the forms to reflect the district name, and to add any additional local needs and/or priorities

## Director Role

- Be proactive in managing all aspects of district employees work performance
- Be a regular in the office
- Prioritize attending district sponsored events
- Prepare for the evaluation – ask for forms in advance and understand what is going to be evaluated
  - Ask questions
  - Be willing to receive feedback from the employee
- Ultimately accountable for achieving district goals, objectives & deliverables

## Employee Role

- Know and understand your position's responsibilities
- Prioritize deliverables and deadlines that are assigned
- Keep in regular communication with the board
- Prepare for the evaluation - understand what is going to be evaluated
  - Ask questions
  - Be willing to receive feedback from the board

## Results of Evaluations

Evaluations should be reviewed and discussed with the employee. If areas of improvement or underperformance have been identified, address those rather than waiting for a potential problem to escalate. In some cases, a Plan for Improvement (PIP) may be needed.

## Plan for Improvement (PIP)

A Plan for Improvement is a structured, strategic document used to correct performance issues, reach specific milestones or outline specific goals to be met.

- When using a PIP:
  - Be specific with detailed required improvements
  - Document the plan
  - Schedule a follow-up evaluation

## Termination

In some cases, evaluations and PIPs may not remedy ongoing issues. If the district determines that termination is necessary, ensure that the reasons for the termination are documented (i.e. ongoing underperformance, just cause such as misconduct or negligence, etc.). If terminating an employee,

- Prepare in advance – reach out for assistance, review resources available in the District Handbook
- Keep the interaction brief and direct

## Additional Resources

- Conservation District Handbook
- District Services staff and/or your Area District Coordinator
- Training PDF available on the OCC Website