Exempt and Administrative Performance Appraisal System (EAPAS)

Handbook and Templates

http://www.highline.edu/pres/hr/eapas/

My EAPAS Schedule

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<tr>
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<th>Date Due</th>
<th>Completed</th>
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<tr>
<td>Job Description and Goals</td>
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<td>Development Initiatives</td>
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<td>Mid-term Review</td>
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<td>Full Evaluation</td>
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<td>Updated Job Description and</td>
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<td>Development Initiatives</td>
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Part I – Overview

What is Performance Appraisal?

The Exempt and Administrative Performance Appraisal System (EAPAS) is designed to help you achieve personal excellence and help you contribute to Highline’s institutional excellence. An element of a good campus climate is the opportunity for staff to exchange views with their supervisors about job goals and expectations, set mutual plans, and seek professional development opportunities to support workplace performance. The EAPAS is a tool to help you have this conversation.

It was developed by a committee of five exempt and administrative employees, based on input from across the campus. Prior to this system, we did not have a campus-wide formal performance evaluation or professional development planning process.

The EAPAS is designed to:
• Provide a tool for performance improvement at the unit level;
• Establish a process for institutionalizing individual professional development;
• Strengthen the quality of communication between supervisors and employees; and
• Develop campus connections around the services we provide to each other and to our community.

The EAPAS is focused on developing clear, mutually understood job expectations, and for guiding professional development around both your personal goals and the campus Strategic Initiatives.

What it is not

The EAPAS is not a tool for disciplinary action, and it is not designed to determine salary increases. Research and best practices examined by the committee indicate that tools designed for these purposes are not effective as professional and institutional development tools, and vice versa. In addition, the legislative and budget environment in which the college exists does not allow us to guarantee that disciplinary and salary actions would be enforceable with a Performance Appraisal tool.

Performance Appraisal at Highline

EAPAS is a highly flexible tool to promote conversation and planning between you and your supervisor. It will help you structure performance appraisal conversations which you may already be having. It will also help you and your supervisor understand all the different things you do in your job, and give you both a tool for recognizing and prioritizing that work.

EAPAS provides a core set of planning tools, which you and your supervisor are required to complete. It also includes a large (and growing) collection of tools that you can use to help examine issues important to you and your department.

Unlike other performance appraisal tools, it doesn’t apply a standard form on which you or your supervisor will rate your performance on a 1 to 5 scale, and doesn’t create a numeric rating to sum up your performance. The committee that created EAPAS rejected these tools, as they
wanted to create a tool flexible enough to be relevant and useful to all exempt and administrative employees at Highline.

Who Does EAPAS?

All exempt and administrative employees at Highline are required to participate in EAPAS.

The system is driven by you, the employee being evaluated. You’ll be responsible for doing the first drafts of the forms, and for making sure each step is completed. You are the most familiar with what your job requires, and with what you have been working on. It also allows you the greatest input on the overall process. The results still must meet the needs of the institution. Both you and your supervisor will be responsible for making sure that your job descriptions, goals, and professional development activities meet your needs and contribute to Highline’s institutional excellence.

EAPAS has four steps:

1. Developing clear expectations about a job – a concise and up-to-date job description and a set of position goals.
2. Identifying areas of special interest – a set of Development Initiatives on which you and your supervisor agree to concentrate, and Measures of Success to assess those Initiatives.
3. Conducting a Mid-term Review – a brief checkup of your Job Description and Development Initiatives.
4. Conducting a Full Evaluation – an in-depth, comprehensive Self and Supervisor Assessment – a complete review of your accomplishments and Development Initiatives. This review is an opportunity to document your successes. It may also identify areas for improvement in your work, and areas which can be incorporated into your next set of Development Initiatives. The Full Evaluation also includes the beginning of your next EAPAS cycle.

The Mid-term Review and Full Evaluation may be most similar to performance appraisals you’ve participated in before. However, some evaluation will occur at each step of the process. It would be difficult to develop your position goals and development initiatives without talking about the work you’ve already been doing. At each step in this process, you’ll be talking about and analyzing the things you do for Highline. Each step is an opportunity to be recognized for the work that you do, and to continuously improve on that.

EAPAS Starts 1 Year After Hire

When you were hired, you had a job description provided. However, it often takes a year in the job to learn how Highline works, and to learn particular details about what is needed for your job. That’s why EAPAS starts one year after you’ve started working at Highline. At that point, you’re ready to begin working with your supervisor to update your job description and to identify Development Initiatives.

If you’ve already been working at Highline for over one year, then your schedule for EAPAS starts during the introductory period for the system.

Eighteen months after you’ve created the Job Description and Development Initiatives, you and your supervisor will work together to complete a Mid-term Review. Eighteen months after the Mid-term Review (three years after you’ve started EAPAS), you and your supervisor will conduct a Full Evaluation, which includes the in-depth Self and Supervisor Assessment. At that time,
you’ll also update your Job Description, set new or revised Development Initiatives, and start the cycle again. The full process is illustrated in Figure 1.

The EAPAS Timeline:

<table>
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<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>12 months after hire (or for current employees, during the EAPAS introductory period)</td>
<td>Initiate EAPAS: Update Job Description and determine Development Initiatives</td>
</tr>
<tr>
<td>18 months after starting EAPAS</td>
<td>Mid-term Review: conduct brief self and supervisor assessment and note any significant changes to Job Description and Development Initiatives</td>
</tr>
<tr>
<td>36 months after starting EAPAS</td>
<td>Full Evaluation: Conduct a comprehensive self and supervisor assessment, update Job Description, and set new Development Initiatives</td>
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The EAPAS Paper Trail

Forms and templates for the EAPAS are available in this workbook and from EAPAS team members. Your completed forms from the EAPAS workbook should be copied four times: one for your records, one for your supervisor, one for your next level administrator (your supervisor’s supervisor), and one for Human Resources to keep on file.

Summary

Remember, EAPAS is a tool for you and your supervisor to talk about job expectations, goals, and professional development plans. EAPAS starts with a concise, up-to-date, and mutually agreed upon job description. The next section of this workbook includes instructions for developing the Job Description and the other materials required for EAPAS: your Development Initiatives, the Mid-term Review, and the Self and Supervisor Assessment.
Part II
Core Performance Appraisal Documents and Instructions

Each of the core EAPAS documents is required. Human Resources will notify you when your performance appraisal deadline is approaching, and will work with you to establish a timeline for completion. Samples of each of these are available in the Tool Kit and Sample Forms document in the folder you received at training, and on the EAPAS web site.

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Part II Section 1 – Job Description

Introduction

Exempt and administrative Job Descriptions are comprised of three distinct parts:

• Position context, or the environment in which you operate;
• The core functions and duties for your job; and
• The current position goals.

The purposes of the three sections are first, to connect the job to the institution’s and the department’s strategic initiatives and goals, second, to establish an accurate reflection of the current position responsibilities and expectations, and finally to identify specific project or activity goals for the coming 36-month evaluation period.

Developing an accurate job description is a critical part of the EAPAS process and will contribute greatly to your success here at Highline. One major concern expressed by many employees is the lack of clear direction in their job; this is your opportunity to get that direction, and have your supervisor agree to it. It is the way that you develop a common understanding about what you do and what you are expected to do at Highline.

If you have a recent (within the last two years) job description, and your job has not changed much in that time, this process will take several hours, and likely involve one or two meetings with your supervisor, and one or two drafts to be shared.

If you do not have a recent job description, this process will take a significant amount of time and will involve multiple discussions with your supervisor. Data from the EAPAS Pilot Group indicate it will take as much as 30 hours over a three to four week period to develop your Job Description and Development Initiatives. It is important that you schedule discussions and deadlines in advance with your supervisor, and make the time to meet those deadlines.

Samples of EAPAS Job Descriptions are available in the Tool Kit and Sample Forms document in the folder you received at training, and on the EAPAS web site.
Definitions and Format

The context of the position:

This section includes the position title, name of the department, a description of where that department fits in the college’s organization structure, reporting relationships, and a brief overview of the responsibilities of the position. The position context should also include any working conditions or job responsibilities that would not logically be inferred from the duties and responsibilities statements, such as off-site responsibilities, regular evening or weekend hours, or positions that are unusually fluid.

The context description should be one or two short, easily readable paragraphs. See the examples for models from different departments and types of jobs.

The core functions and duties of the position:

This section describes essential duties of the job. You should have between four and ten core functions, with related duties grouped into each core function. Responsibilities outside your immediate work unit should also be included; these include contributions to the campus community and professional development.

Core functions should each indicate expected time demands, stated as a percentage, with no core function below 5%. The time demands should be an indication of how much time each year is spent working on those activities. These are a rough guideline, based both on what you expect it would take to successfully perform this function, and on what you can make available to do it. You are not required to log your time or record your hours; the percentages are guideposts to help in planning your work.

The core functions and duties are best expressed as an outline, with the core functions in bold type and related duties indented under those. Time demands should be stated as a percentage of your total job, and are only needed for core functions. See the examples for details.

The current position goals:

This section identifies three to five specific goals for the next 36 months. Current position goals should establish the direction and focus of your energies for your job. These goals should reflect or support the College’s Strategic Plan and any unit or departmental plans. Also, if there is a major temporary assignment, the nature of that assignment should be reflected in these goals.

Goals differ from Core Functions and Duties because they highlight a specific activity associated with your core functions and duties, or may be relevant for only the three years. Goals are also more task and job specific than Development Initiatives.

They are best listed as a set of bullet points or in a short outline. See the examples for suggested format and types of activities that are appropriate to identify as goals.
Step-by-Step Instructions

For current employees who are using EAPAS for the first time:

1. Working with your supervisor, gather the original job announcement, or the most recent job description for your position. (If you have neither, a job questionnaire is available in the Toolkit section of the EAPAS web site). You’ll also find it helpful to have the unit and/or department plans and goals, and the College Strategic Plan (http://www.highline.edu/pres/sp2001/) available.

2. Gather recent reports submitted to administration (for instance, a department report about activities, reports on strategic initiatives, etc.)

3. Gather your latest non-EAPAS evaluation documentation, if any.

4. Schedule a series of meetings with your supervisor, and deadlines for completing drafts.
   - If you do not have an existing Job Description, or if your position duties have changed significantly in the last two to three years, expect three to four meetings with your supervisor over a period of six to eight weeks.
   - If you have a recent job description, plan for one to two meetings over a period of four weeks.

5. Review the information you gathered, the college and community environment, department and college strategic plans, department structure and membership, and your relationships on campus.

6. Working independently, develop a draft job description, making sure to fill out each section. It is useful to develop the sections in order, starting with the position context, moving on to the core duties and functions, and finishing with the goals.

7. Discuss the draft with your supervisor, and make changes until you are both satisfied with the result.
   - Remember, it may take several revisions and meetings with your supervisor to develop these descriptions.

8. Finalize the form and sign the bottom, or see the instructions in Appendix B for e-signature and routing of your final documents.

9. Keep a copy for your files, and send the final version to your supervisor.

10. Go on to the next section of the handbook and determine your Development Initiatives.

For employees who’ve been through one or more full 36-month EAPAS cycle(s):

1. If you’ve already been using EAPAS for 36 months, conduct the Self- and Supervisor Evaluations based on your earlier Job Description and Development Initiatives.

2. Download an up-to-date copy of the EAPAS workbook from the EAPAS website.

3. Gather the final versions of your Job Description, Development Initiatives, Mid-term Review, and Self- and Supervisor Evaluations from your previous workbook.

4. Gather Department Plans and Goals, the College Strategic Plan, and reports submitted to administration for the preceding three years.

5. Schedule a series of meetings with your supervisor, and deadlines for completing drafts.
   - If your position duties have not changed significantly since your previous EAPAS job description, plan for one to two meetings over a period of four weeks.
   - If your job or the environment has changed a lot, plan for three to four meetings over a period of six to eight weeks.

6. Review your EAPAS documents, changes in the college and community environment, department and college strategic plans, department structure and membership, your relationships on campus.
7. Working independently, revise your job description, making sure to fill out each section. It is useful to review the sections in order, starting with the position context, then the core duties and functions, and finishing with the goals.

8. Discuss the draft with your supervisor, and make changes until you are both satisfied with the result.

9. Finalize the form and sign the bottom, or see the instructions in Appendix B for e-signature and routing of your final documents.

10. Keep a copy for your files, and send the final version to your supervisor.

11. Go on to the next section of the handbook and determine your Development Initiatives.

For supervisors:

1. Assist the employee being evaluated by gathering the original job announcement, or the most recent job description for that position. (If you have neither, a job questionnaire is available in the Toolkit section of the EAPAS web site). Also, provide any unit and/or department plans and goals, recent reports to administration, and other materials.

2. Gather and review that employee’s most recent evaluation documentation.

3. The employee being evaluated will need to schedule a series of meetings.
   • If there is no existing Job Description, or if the position duties or department goals have changed significantly in the preceding two to three years, expect three or four meetings over a period of six to eight weeks.
   • If there is a recent job description and little change in the position or environment, plan for one or two meetings over a period of four weeks.

4. When the employee has submitted his or her draft Job Description, review it prior to meeting, and prepare your response. Consider the following issues:
   • Do your expectations match those of your employee?
   • Is there a match between the employee’s Job Description and Goals, and the college Strategic Plan, department goals, and your goals?
   • Are the employee’s goals for the next three years significant efforts, with results that will be valuable and important to the department and the college?

5. Discuss the draft with the employee, and make changes until you are both satisfied with the result.
   • Remember, it may take several revisions and meetings to complete this process.

6. Finalize the form and sign the bottom, or see the instructions in Appendix B for e-signature and routing of your final documents.

7. Keep a copy for your records, and forward the form to your supervisor.

8. Go on to the next section of the handbook and work on Development Initiatives.

For next level administrators:

1. Upon receiving a signed, updated Job Description from a supervisor, review it with the following in mind:
   • Does the job description match your expectations for the position?
   • Does the job description contribute to your area goals and plans?
   • Are any areas of need for the current employee or the department addressed?

2. Review any concerns or questions you have with the supervisor or with the employee being evaluated. If changes are made, the employee will forward an updated version to their supervisor, who will forward it to you.

3. Add your signature (or use the e-routing feature described in Appendix B) and forward the form to Human Resources. Keep a copy for your records.
Part II Section 2 – Development Initiatives

Introduction

Development Initiatives are **one to three** outcomes that you and your supervisor will focus on for job activities, professional development, and eventually, for evaluation. You’ll be evaluated on performance of the activities in your Job Description and Goals as well, but Development Initiatives will get particular focus.

Like the Job Description, Development Initiatives need to tie into the college’s needs and goals. Unlike the goals, Development Initiatives focus on broad-based personal and professional development. They can be based on the position’s goals, on specific professional development activities you will be doing (e.g.: earning a technical certification), job skills you’d like to improve (for instance, budgeting), or on other elements of working at Highline (for instance, a desire to get involved in multicultural activities).

Development Initiatives include Measures of Success. These are measurable, data-driven ways of establishing whether you have succeeded in achieving your Development Initiatives. These are also diagnostic tools; they will help you determine whether you are succeeding, but should also help you identify what changes might help.

A Plan of Action is an integral part of each of your Development Initiatives. The plan will help you and your supervisor identify what resources or other job related changes will be required to complete your initiatives. It is the set of steps you will take to achieve the Initiative, plus interim benchmarks to help you measure progress.

Development Initiatives are the most flexible part of EAPAS. This makes them very powerful and useful, but also can make them a challenge to understand and implement. Samples of EAPAS Development Initiatives are available in the Tool Kit and Sample Forms document in the folder you received at training, and on the EAPAS web site.

It is helpful to develop your Job Description and Development Initiatives in tandem, as the Development Initiatives can leverage your duties and goals. Creating your Development Initiatives will take a significant amount of time and will involve multiple discussions with your supervisor. Data from the EAPAS Pilot Group indicate it will take as much as 30 hours over a three to four week period to develop your Job Description and Development Initiatives. It is important that you schedule discussions and deadlines in advance with your supervisor, and make the time to meet those deadlines.
Definitions and Format

A Development Initiative:
This is a statement about an area of special interest that you and your supervisor will focus on during the 36-month EAPAS cycle. A single initiative may be formed as a related set of one year efforts (e.g., learn how to do a budget), or one or two larger, three year projects (e.g., develop the expertise to take on a higher-level position at the college).

A Development Initiative can be based on any number of needs identified by you and your supervisor, including your Current Position Goals, needed job skills, eventual career goals, or other areas of importance to both you and the college.

Some suggested sources are:
- Educational plans, such as pursuing additional degrees or certificates that will enhance and further your role at the college.
- Professional and/or technical development/training, such as attending skills workshops or conferences to enhance the knowledge base needed in your position.
- Involvement in the College Community, such as participating in a campus governance committee or advising a student organization.
- Community service/outreach, such as serving on a community board or service organization as a representative of the college.
- Department strategic initiatives, which can address needed changes or development in your work unit, especially to assist with meeting the college Strategic Plan.
- Your current position goals (from the Job Description), especially if achieving them will require significant Professional Development on your part.

A Development Initiative takes the form of a short outcome statement which clearly and succinctly describes behaviors, skills, and other measurable qualities you’ll be capable of at the end of the three years. See the examples for details.

A Measure of Success:
This is a measurable, data-driven way or ways for you to monitor your progress and eventual success on a Development Initiative. Measures should answer the question “Was this initiative successful? Did it do what I hoped it would do?” At this point in the process, you need to decide what methods (surveys, 360 degree review, certification test, etc.) will be used to assess the Development Initiative.

A Measure of Success will usually require data-gathering throughout the three-year EAPAS cycle. Each Initiative must have one or more measures in order to be effectively evaluated.

Measures of Success are written in outcomes language. They should be written so that the results are observable or quantifiable. They are often complex behaviors, and should be something that others can see and identify. They should specifically describe how you and others will be able to recognize successful accomplishment of the Initiative.
A Plan of Action:
The plan identifies specific steps you will take for achieving your Measures of Success. This plan can also identify support and resources needed for success. Resources might include funding for conferences or training activities. Support might include release time, changes in the amount time estimates for core functions, schedule adjustments, or other changes.

A Plan of Action can be written in outline or short paragraph form, and should provide as much detail as is available. To create the plan, start with a statement of the end goal, then list the steps you think will be required to reach that goal. Add intermediate benchmarks that will help you determine that you are making progress toward the goal. The plan does not have to be complete or final, but should give a good outline to how you expect to proceed.
Step-by-Step Instructions
For the employee being evaluated:

When you start the EAPAS cycle, the first step is to revise and update the Job Description. It is helpful to create the Development Initiatives together with the Job Description. However, since the Development Initiatives should help you meet your job needs, you should make sure that you’ve drafted your Job Description and Goals and discussed them with your supervisor before beginning work on these.

1. Get the Development Initiatives Microsoft Word template from the EAPAS web site.
2. Review your newly updated Job Description and current self- and supervisor evaluations (if any). The college Strategic Plan and department plans may also be helpful.
3. Consider your own personal or career goals. The EAPAS web site has links to various career development tools, and Highline’s Library and Career Center also have resources that can help you focus on these goals.
4. Schedule a series of deadlines and meetings with your supervisor.
   - It’s helpful to do these at the same time you’re working on your Job Description.
5. Develop a draft of your Development Initiatives and Measures of Success for each Initiative.
   - EAPAS recommends that one to three initiatives be developed for each evaluation period.
   - Each initiative occurs over three years. They should be substantial efforts. If you have a series of short efforts, consider whether they are parts of a larger effort.
6. For the Plan of Action, identify training needed, professional activities or projects you will take on, and resources (for example conference funds or tuition) that you will need to implement the plan. Start by listing the steps you will have to take to meet that goal, and then identify intermediate benchmarks to help you measure progress.
7. Discuss the draft Initiatives, Measures, and Plans with your supervisor, and make changes until you are both satisfied with the results.
   - Remember, it may take several revisions and meetings to develop your Initiatives.
8. Finalize the form and sign the bottom, or see the instructions in Appendix B for e-signature and routing of your final documents.
9. Keep a copy for your records, and forward the form to your supervisor.
10. Set up the data-gathering activities identified in your Measures of Success.

For the supervisor:

1. Assist the employee being evaluated by gathering any necessary reports or plans.
2. Gather and review that employee’s most recent evaluation, if any.
3. Schedule a series of deadlines and meetings with your supervisee.
   - It’s helpful to do these at the same time you’re working on your Job Description.
4. When your employee submits the draft of their Development Initiatives, review them and prepare your response. The EAPAS web site has links to materials that can help with this process. Consider the following:
   - Each initiative lasts three years, so they should be substantial. If the employee has a series of smaller plans, consider whether they are parts of a larger effort.
   - The Initiatives should support the department and college goals.
   - Development Initiatives should reflect areas where you or the employee are concerned about the ability or performance.
• Your employee may also ask for advice about growth opportunities within their position or within the institution. Consider options for these as well.

5. Review the Measures of Success and the Plans of Action. Provide input on both areas to the employee, considering the following:
   • Do the measures and plans match department needs and goals.
   • Will the data gathering be appropriate and effective, and can it help support other department activities?
   • What will the impact on the department be? (For instance, if the employee takes leave, attends conferences, etc).

6. Discuss the draft Initiatives, Measures, and Plans with your supervisee, and make changes until you are both satisfied with the results.

7. Finalize the form and sign the bottom, or see the instructions in Appendix B for e-signature and routing of your final documents.

8. Keep a copy for your records, and forward the form to your supervisor.

9. Assist the employee with implementing data-gathering activities identified in your Measures of Success and the Plan of Action.

For next level administrators:

1. Upon receiving signed, updated Development Initiatives from a supervisor, review them with the following in mind:
   • Do they match your expectations for the individual?
   • Do they contribute to your area goals and plans and the individuals needs?
   • Are any areas of need for the current employee addressed?
   • What impacts will these plans have on your area?

2. Review any concerns or questions you have with the supervisor or with the employee. If changes are made, the employee will forward an updated version to their supervisor, who will forward it to you.

3. Add your signature (or use the e-routing feature described in Appendix B) and forward the form to Human Resources. Keep a copy for your records.
Part II Section 3 – Mid-term Review

Introduction

The mid-term review is a brief checkup and opportunity to revise your EAPAS plans. It’s a chance for you and your supervisor to make sure that you are on track and that you’re making appropriate progress on your Development Initiatives. It also is a good opportunity to identify any changes in work process or resource needs in order for you to reach your goals and accomplish your Development Initiatives. You may find you need to revise your Job Description or Development Initiatives, but these changes will take place only if there are significant changes in your responsibilities.

The Mid-term Review occurs 18 months after you were last evaluated (or after the last time you updated your Job Description).

Definitions and Format

The Mid-term Review:
This is primarily a verbal discussion on all aspects of your Performance Appraisal, including Job Descriptions, Goals, and Development Initiatives. Significant changes to your Job Description or Development Initiatives are noted in writing.

The Mid-term Review form is a series of check boxes with space available for comments and updates. Check the boxes to indicate that you and your supervisor have discussed the topic listed. Use the comment space to briefly note status updates, areas of concern, or places where your Job Description or Development Initiatives have changed.

Step-by-Step Instructions

Eighteen months after you started the EAPAS cycle with an updated Job Description and new Development Initiatives, conduct a review of your Job Description and progress toward Development Initiatives.

For the employee being evaluated:

1. Get the EAPAS Mid-term Review Microsoft Word template from the EAPAS web site.
2. Review your Job Description and Development Initiatives developed 18 months earlier (the first two sections of this Handbook).
3. Review the data you’ve been accumulating to help determine your status on your Measures of Success.
4. Schedule a meeting with your supervisor to discuss this review.
   - This may require multiple meetings and revisions if there are significant changes or challenges in your Job Description or Development Initiatives.
5. At the meeting, discuss your status on each of the areas identified in the Mid-term Review form. Check the boxes to indicate that you and your supervisor have discussed a question. Note significant changes and status updates in the space below each question.
6. Finalize the form and sign the bottom, or see the instructions in Appendix B for e-signature and routing of your final documents.
7. Keep a copy for your records, and forward the form to your supervisor.
8. Begin implementing changes identified in the Review.
For the supervisor:

1. Your employee will schedule a meeting with you for a Mid-term Review.
2. Before you meet, review the Job Description and Development Initiatives developed 18 months earlier. Also, review the data being gathered to help determine progress on the Measures of Success.
3. Consider the following:
   - Performance on the core functions and duties
   - Progress made toward meeting the position goals and the Development Initiatives.
   - Changes in the environment and changes in department and institutional needs
4. At the meeting, discuss the status of each of the areas identified in the Mid-term Review form. Check the boxes to indicate that you and your employee have discussed a question. Note significant changes and status updates in the space below each question.
   - This may require multiple meetings and revisions if there are significant changes in the Job Description or Development Initiatives.
5. Finalize the form and sign the bottom, or see the instructions in Appendix B for e-signature and routing of the final documents.
6. Keep a copy for your records, and forward the form to your supervisor.
7. Assist the employee with changes identified in the Review.

For next level administrators:

1. Upon receiving a signed Mid-term Review from a supervisor, review it with the following in mind:
   - Does it match your expectations for the individual and the department
   - Is significant progress being made toward the Goals and the Development Initiatives
   - Are any areas of need for the current employee being addressed
2. Review any concerns or questions you have with the supervisor or with the employee. If changes are made, the employee will forward an updated version to their supervisor, who will forward it to you.
3. Add your signature (or use the e-routing feature described in Appendix B) and forward the form to Human Resources. Keep a copy for your records.
Part II Section 4 – Full Evaluation

Introduction

The Full Evaluation includes an in-depth Self and Supervisor Assessment, followed by an update of your Job Description and Development Initiatives.

The Self and Supervisor Assessment is a comprehensive discussion with your supervisor about your performance on the core duties and functions of your job, your goals, and your Development Initiatives. It is a complete and in-depth review of all aspects of your work at Highline. More importantly, it is an opportunity for you and your supervisor to discuss plans for the future: changes and challenges facing the college and department, areas for your development as a professional, and areas where your department can improve effectiveness.

The EAPAS process started with developing a Job Description and Development Initiatives in collaboration with your supervisor. That process was followed 18 months later with a Mid-term Review of your progress. The EAPAS cycle is completed with the Full Evaluation. This occurs 18 months after your Mid-term Review, or 36 months after you first started this EAPAS cycle.

The Full Evaluation is also the start of the next cycle in EAPAS. As you discuss your performance with your supervisor, consider changes and updates that need to be made to your Job Description and Development Initiatives. Some of these changes might be due to changes in the environment, the effects of accomplishing your goals, or perhaps new responsibilities that create new needs for professional development.

Keep all these activities in mind as you step through the process below.
Definitions and Format

The Self Assessment:
This is the first part of a formal evaluation of all aspects of your job at Highline, including Core Functions and Duties, Goals, and Development Initiatives. It is your opportunity to describe your successes to your supervisor and to identify Goals and Development Initiatives that have been completed during the period since you began this EAPAS cycle. It is also your chance to define challenges that you faced in performing your job, and to recommend Current Position Goals and Development Initiatives for the next EAPAS cycle.

It is documented on the Microsoft Word template available on the EAPAS web site. Answers can be expressed as short paragraphs, lists of bullets, or other format that effectively communicates the information. As this is a thorough assessment, it is expected that there will be a fair amount of detail in your comments. Categorically reviewing each Duty in your job description is not encouraged, as you should be looking broadly at your entire position. Call out specific duties as necessary to illustrate successes and areas where challenges occurred.

The Supervisor Assessment:

The Supervisor Assessment is your supervisor’s response to your self assessment. Your supervisor will offer support and agreement to your comments, and may point out areas where he/she has a different perspective on your assessment. This is also an opportunity for the supervisor to comment on things that were missing from your self-assessment, such as accomplishments which were important to them, but overlooked in your comments.

The Supervisor Assessment is written on the Microsoft Word template available on the EAPAS web site. Responses to your comments may be as straightforward as “I agree wholeheartedly,” but can also be expressed as short paragraphs, lists of bullets, or other format that effectively communicates the information. In discussions of different perspectives, future goals and Development Initiatives, there should be a fair amount of detail.
Step-by-Step Instructions

After you have been in this EAPAS cycle for 36 months (or 18 months after your last Mid-Term Review) conduct an in-depth evaluation of the Job Description and Development Initiatives.

For supervisees:

1. Get the EAPAS Self-Assessment Microsoft Word template from the EAPAS web site.
2. Review the Job Description and Development Initiatives you developed 36 months earlier (the first two sections of this Handbook) and the Mid-term Review from 18 months earlier.
3. Review and analyze the data you’ve been gathering for your Measures of Success.
4. Working alone, review your performance and answer the questions on the form.
5. Once complete, send the document to your supervisor. Include the data used to analyze your Measures of Success, and any other supporting documentation used to develop your self-assessment.
6. Schedule a meeting to review your Self Assessment
7. Prior to that meeting, your supervisor will provide you with the Supervisor Assessment, a written response to your comments.
8. At the meeting, discuss the two documents, and note modifications to your comments.
9. Finalize the form and sign the bottom, or see the instructions in Appendix B for e-signature and routing of your final documents.
10. Keep a copy for your records, and forward the form to your supervisor.
11. Begin a new EAPAS cycle by downloading an updated copy of this Handbook and all of the forms from the EAPAS web site.
12. Follow the instructions in that book to update your Job Description and generate new Development Initiatives.
13. Submit the Self and Supervisor Assessments, the updated Job Description, and the new Development Initiatives to your supervisor. Keep copies for your records.

For supervisors:

1. When you receive your employee’s Self-Assessment, get the EAPAS Supervisor Assessment Microsoft Word template from the EAPAS web site. If you do not have your employee’s EAPAS documents on file, request copies from Human Resources or that employee.
2. Review the employee’s Job Description and Development Initiatives developed 36 months earlier (the first two sections of this Handbook) and the Mid-term Review from 18 months ago.
3. Review and analyze the data gathered for analyzing the Measures of Success.
4. Respond to the employee’s Self Assessment.
   a. Note where you agree with the employee’s assessment of their performance.
   b. Point out areas where you have a different perspective on their performance.
   c. Comment on things that were missing from the self-assessment, such as accomplishments which were important to you, areas where the employee contributed to the success of the department, and the like.
5. Prior to the assessment meeting with the employee, send your response to them.
6. At the meeting, discuss the two documents, and note modifications to your comments.
7. Finalize the form and sign the bottom, or see the instructions in Appendix B for e-signature and routing of the final documents.
8. Keep a copy for your records, and forward the form to your supervisor.
9. Work with the employee to revise their Job Description and Development Initiatives, as described in the earlier sections of this Handbook.
10. Submit the Self and Supervisor Assessments, the updated Job Description, and the new Development Initiatives to your supervisor. Keep copies for your records.

For the next-level administrator (the supervisor’s supervisor):

1. Review all of the employee’s materials, including the old Job Description, old Development Initiatives, Mid-term Review, Self and Supervisor Assessments, and the updated Job Description and Development Initiatives.
   • Does the evaluation agree with your expectations for that employee and department?
   • Are there specific areas that need to be revised?
2. If there are any comments you would like to add, discuss those with the supervisor and the employee being evaluated.
3. Indicate your review and approval by signing the bottoms of the forms.
4. Forward a copy of the entire package to Human Resources to be kept on file.
5. Send an additional copy to the employee and their supervisor.
# Appendix A

## Templates for EAPAS documents

1. Job Description ................................................. 23
2. Development Initiatives ..................................... 24
3. Mid-term Review ................................................. 25
4. Full Evaluation ................................................. 26
   - Self Assessment ............................................. 26
   - Supervisor Assessment ................................... 27
Template for EAPAS Job Description

Job Title
Name
Job Description

Describe position context. Include overview of position responsibilities and reporting relationships, as well as critical campus relationships. Briefly describe the department’s goals and position in organization structure, and describe any working conditions or job responsibilities that would not logically be inferred from the duties and responsibilities statements.

Core Function 1 (___%)
- Related Duty 1
- Related Duty 2

Core Function 2 (___%)
- Related Duty 1
- Related Duty 2

Core Function 3 (___%)
- Related Duty 1
- Related Duty 2

Professional Development (___%)
- Focus of required professional development activities 1
- Focus of required professional development activities 1

Campus Community (___%)
- Focus for participation in campus community 1
- Focus for participation in campus community 2

Goals for the 36-month EAPAS cycle
- Current evaluation period goal #1
- Current evaluation period goal #2
- Current evaluation period goal #3
- Current evaluation period goal #4 (if needed)
- Current evaluation period goal #5 (if needed)

Approval
Employee __________________________ Print name: _______________ Date: _______
Supervisor _________________________ Print name: _______________ Date: _______
Next level supv: _____________________ Print name: _______________ Date: _______
Template for Development Initiatives

Development Initiatives
Name
Job Title

Initiative 1: List initiative here

Measures of Success:
  • Outcome 1
  • Outcome 2

Plan of Action:
  • Major plan component 1
  • Major plan component 2

Initiative 2: List initiative here

Measures of Success:
  • Outcome 1
  • Outcome 2

Plan of Action:
  • Major plan component 1
  • Major plan component 2

Initiative 3: List initiative here

Measures of Success:
  • Outcome 1
  • Outcome 2

Plan of Action:
  • Major plan component 1
  • Major plan component 2

Approval

Employee __________________________ Print name: _______________ Date: _______

Supervisor _________________________ Print name: _______________ Date: _______

Next level supv: _____________________ Print name: _______________ Date: _______
Template for Mid-term Review

EAPAS Mid-term Review
Name:
Job Title:

☐ Review your Position Context. What changes have occurred over the last 18 months that might change this?

☐ Review your Core Functions and Duties.
   What (if any) changes have been made over the last 18 months?
   What areas will need more focus in the next 18 months?

☐ Review your Current Position Goals.
   What goals have been accomplished?
   Do any new goals need to be added?

☐ Review your Development Initiatives.
   What initiatives have been accomplished?
   Do any new initiatives need to be added?

☐ Review the data you’ve been gathering to evaluate your Measures of Success.
   Do any changes need to be made to your data-gathering process?

Summarize any changes that need to be made in the resources available or in activities in your work that will support achieving your goals and accomplishing your Development Initiatives:

Approval

Employee ___________________________ Print name: _______________ Date: _______
Supervisor _________________________ Print name: _______________ Date: _______
Next level supv: _____________________ Print name: _______________ Date: _______
Template for Self Assessment

EAPAS Self-Assessment

Name:
Job Title:

For each of the areas below, summarize your performance. Attach additional documentation to support your analysis.

Evaluate your Core Functions and Duties
What activities were particularly successful?

What additional activities did you participate in?

What obstructed your ability to accomplish the others?

Evaluate your Goals from your Job Description
What activities were particularly successful?

What additional activities did you participate in?

What obstructed your ability to accomplish the others?

Evaluate your Development Initiatives. Summarize your performance on each initiative, and attach documentation of Measures of Success.

Initiative 1:

Initiative 2:

Initiative 3:

Overall summary:

Approval

Employee __________________________ Print name: _______________ Date: _______

Supervisor _________________________ Print name: _______________ Date: _______

Next level supv: _____________________ Print name: _______________ Date: _______
Template for Supervisor Assessment

EAPAS Supervisor Assessment

Employee Name:
Job Title:
Reviewed by:

For each of the areas below, respond to the employee’s evaluation. Be sure to note areas where you agree, different perspectives, and items the employee did not note that are worth highlighting. Attach additional data as necessary.

Review the employee’s Core Functions and Duties
What areas do you agree with the self-assessment?

What other perspectives should the employee consider in assessing their performance?

Did the employee miss any accomplishments or activities that are noteworthy?

Review the employee’s Goals from the Job Description
What activities were particularly successful?

What areas were less successful?

What other goals did the employee accomplish?

Review the employee’s Development Initiatives. Respond to their performance on each initiative, and attach documentation as necessary.

Initiative 1:

Initiative 2:

Initiative 3:

Overall summary:

Approval
Employee __________________________ Print name: _______________ Date: _______

Supervisor _________________________ Print name: _______________ Date: _______

Next level supv: _____________________ Print name: _______________ Date: _______