

How to Fill Out the Kansas Judicial Branch Position Descriptions and Performance Evaluations

The attached pages should help you complete the Kansas Judicial Branch evaluation forms. These instructions address the use of the evaluation forms to evaluate your court employees. It does not address midterm or special evaluations.

THE JOB DUTIES WORKSHEET

When do I use this form? Use this form to make sure both you and the employee know the duties of the position. For instance, you might use this form after a major rearranging of job duties* in an office.

You, as the supervisor, and the employee each should fill out a copy of the job duties worksheet* for the employee's classification.

How do I fill out the job duties worksheet? Go through each duty listed on the worksheet. If a duty is not performed by the employee, or should not be performed by the employee, write n/a in the blank by the duty. If none of the duties in a job duty category* are performed by the employee, you may cross out the job duty category.

If the employee performs a job duty which is not listed on the worksheet, add the duty in a blank at the end of the applicable category.

Next, compare the employee's worksheet with the one you filled out. Discuss any differences with the employee. You may find out the employee performs duties you didn't know about, and you may want to include those duties as part of the employee's job description. If you discover duties you included on the worksheet you filled out that were not included on the employee's own worksheet, you should discuss your expectations with the employee.

Use the worksheets to help you fill out the position description*.

*Please see Glossary at end for definition.

THE POSITION DESCRIPTION

When do I use this form? Use this form when you and your employee have each completed a job duties worksheet and you are ready to officially document the employee's duties, or at any time a reassignment of duties is necessary.

How do I fill out the position description? Start by filling out Part I. List the employee's name, district and county, department and position number. Next, go to **Part II, Section A - Position Purpose**. Write one to two sentences describing the position's role in your court.

Section B. Duties. Using the job duties worksheet, go through each duty on the position description. If a duty is not performed by the employee, write "n/a" in the blank by the duty. If none of the duties apply to the employee's job, you may cross out the job duty category.

If the employee performs a job duty which is not listed on the position description, add the duty in a blank at the end of the applicable category.

Section C. Supervisory Duties. List all employees who directly report* to this position by name, class title and position number in the area provided in Section C.

Section D. Certification. You, the employee, and the appointing authority will sign the certification. After the position description is signed, send the original position description, which should be printed on green paper, to the OJA. File a copy in the employee's local personnel folder and give a copy to the employee. Discard the job duty worksheets.

*Please see Glossary at end for definition.

PERFORMANCE EVALUATION

When do I use this form? Use this form when a performance evaluation is required.

How do I fill out the performance evaluation? Fill out the boxes at the top of the evaluation by listing the employee's name, the effective date, employee ID, grade and step, district and county, department ID and the rating period. The "From" period is the effective date of the employee's last evaluation, and the "To" period is six months or one year after the "From" date, depending on the employee's step. Use the monthly evaluation report you receive from OJA to help you fill out the boxes.

Review Type. Place a check in the box next to the type of evaluation the employee is receiving. In some cases, more than one box must be checked. For example, an employee may be due to receive an annual evaluation and may also be eligible to move to step D.

Section I. Go through each duty listed on the evaluation. Using the employee's position description as a guide, mark the space next to the right of the duties matching the duties marked "n/a" on the position description. If you wrote additional duties in the blanks on the position description, you will need to add the duties to the evaluation. If you crossed out any category on the position description, you must cross out the same category on the evaluation.

How do I rate the job duties? Read each duty one at a time and think about how the employee performs that duty. Now assign a job duty rating* to the duty you just read. You may assign one of four ratings to each duty: *Successful*, *Needs Improvement*, *Unacceptable* and *Beyond Expectations*.

Successful means the employee's performance demonstrates competence and skill, commensurate with the employee's length of service in the position.

Needs Improvement means the performance must be improved to meet the requirements of the position.

Unacceptable describes a performance which fails to achieve acceptable or standard results.

Beyond Expectations should only be selected when the employee's performance far exceeds the *Successful* performance of the duty. Performance at this level is rare. Some duties may not be capable of being performed at a *Beyond Expectations* level. For example, the duty of balancing the budget cannot be done in a manner better than *Successfully*.

Repeat this process until you have assigned a rating to each applicable duty within a category. You will use the individual duty ratings* to help you assign a category rating*. If you rated any duties as *Unacceptable*, *Beyond Expectations*, or *Needs Improvement*, an explanation is required in Section II of the evaluation.

*Please see Glossary at end for definition.

How do I assign a category rating? Review the ratings you assigned to each duty within a category and the relative importance of each duty. Duties of little importance should not influence a category's rating as much as a very important duty. You may assign one of three category ratings: S for *Successful*, U for *Unacceptable*, and B for *Beyond Expectations*. *Needs Improvement* is not an option for category rating. Enter the rating in the space provided to the left of the category. Repeat this process until all categories are rated.

If you rated any categories as *Unacceptable* or *Beyond Expectations*, you will need to document the specific incidents upon which the rating is based in Section II, numbers one and three of the evaluation.

When do I complete the full performance column? Employees on step C require a full performance* review each year the employee remains on step C. If your employee is on step C, go to "How do I complete the full performance column?" for instructions. If your employee is not on step C, go to the overall performance rating* section of the evaluation. See "How do I assign an overall rating?" for instructions to complete the evaluation.

How do I complete the full performance column? Read the full performance definition located on page one of the evaluation below the instructions. Think about the employee's performance of each duty and how it matches the definition. Full performance means you are confident the employee can complete all assigned duties without your supervision.

Mark the space next to the duty in the far right column labeled, "Full Performance (step C only)," if the employee is making progress toward full performance or has demonstrated full performance of an assigned duty. Do not mark this space if any duty was rated *Unacceptable* or *Needs Improvement*.

After you complete the full performance column, you will also need to report the employee's progress toward full performance for the rating period by filling out number one in the Full Performance section located after the overall performance rating of the evaluation.

If the employee received three annual evaluations of at least *Successful* while serving on step C, you will also need to fill out number two in the Full Performance section of the evaluation. See the "When do I complete numbers one and two of Full Performance?" section for instructions.

Section II.

Numbers one through three. Explain any duties you rated as *Unacceptable*, *Needs Improvement* or *Beyond Expectations* by describing specific incidents upon which the rating is based and why these merited the rating received. Attach additional sheets if necessary. If you rated the employee *Successful* on all duties and categories, skip numbers one through three and go to number four.

Number four. Review the employee's current position description. If you wish to change the employee's duties, a new position description should be developed at this time. For help completing a new position description, go to "How do I fill out the position description?" on

*Please see Glossary at end for definition.

page two. If you do not need to change the position description, go to number five in Section II of the evaluation.

Number five. Use the space provided to document any goals you wish the employee to undertake during the upcoming evaluation period. Attach additional sheets if necessary.

How do I assign an overall rating? Review the ratings you assigned to each job duty category. Use these ratings to help you assign an overall performance rating. An employee may receive one of three overall performance ratings: *Successful*, *Unacceptable*, and *Beyond Expectations*.

Successful should only be selected when the employee's performance demonstrates competence and skill, commensurate with the employee's length of service in the position.

Unacceptable describes a performance which fails to achieve acceptable or standard results. An *Unacceptable* rating may be assigned if one job duty category is rated *Unacceptable*. ***Unacceptable must be assigned if two or more job duty categories are rated Unacceptable.***

Beyond Expectations should only be selected when the employee's performance far exceeds the *Successful* performance of the duty. Performance at this level is rare. **A *Beyond Expectations* rating may be assigned only if the employee receives at least two job duty category ratings of *Beyond Expectations* and no *Unacceptable* ratings.**

When do I complete numbers one and two of the Full Performance section? Complete number one of the Full Performance section each year your employee remains on step C. Complete number two of the Full Performance section only on the employee's third year on step C. If your employee is not on step C, go to the Recommended Outcomes section of the evaluation.

How do I know when an employee demonstrates full performance?

An employee is eligible to receive a step increase from Step C to D after the employee serves three years on step C, has three annual performance evaluations of at least *successful* and at the end of the third year, demonstrates full performance. While serving on step C, the employee gains knowledge and skills to perform assigned job duties. Indicators of when an employee has demonstrated full performance are the ways the employee uses the knowledge and skills gained to perform assigned job duties. Listed below are indicators of full performance to help you fill out numbers one and two on the Full Performance section of the evaluation.

Indicators of Full Performance

1. Able to handle successfully usual and most unusual situations and job assignments without direct supervision.
2. Through demonstrating self-reliance and confidence, knows when and from whom to ask assistance.
3. Able to prioritize, plan, anticipate outcomes, and make practical and practicable recommendations to solve problems or improve policies and procedures.

*Please see Glossary at end for definition.

4. Has developed positive working relations with others.
5. Understands the importance of his or her position in the Judicial Branch.
6. Work can be relied upon for accuracy, timeliness, and overall quality.

Number one. Document a step C employee's progress toward full performance. If you placed a mark in the full performance column for each duty the employee performs, mark the space next to the phrase "made satisfactory progress overall toward full performance."

If any duty was rated *Needs Improvement* or *Unacceptable* or any category was rated *Unacceptable*, the employee is not making progress toward full performance. Place a mark in the space next to the phrase "did not make satisfactory progress overall toward full performance."

Use the monthly evaluation report you receive from OJA to help you determine when the employee's third step C evaluation is due. Review the last two columns of the report, "Step" and "Years on Step" to determine the employee's current step and years spent on that step. Any employee receiving one or more *Unacceptable* annual performance evaluations while on step C will be indicated by an asterisk next to the "Year on Step" column of the monthly evaluation report.

If the employee is on the third year of step C, complete number two of the Full Performance section. If the employee is not on the third year of step C, go to the Recommended Outcomes section of the evaluation.

Number two. Mark the space next to phrase "demonstrates full performance of all duties of the position" if the employee demonstrates full performance of all assigned duties. Mark the space next to the phrase "does not demonstrate full performance of all duties of this position" if the employee cannot demonstrate full performance of all duties after three years on step C. You must document the details which show the employee is not demonstrating full performance. Use a separate sheet to document your explanation and attach it to the evaluation.

When do I complete the Recommended Outcomes section? Complete the Recommended Outcomes section if a recommended outcome applies to the employee. A recommended outcome may not be necessary as employees are not eligible for step movement every year. The four recommendations are:

"Permanent Status Granted." (Note: Confidential employees serve at will. They are not granted permanent status.) Mark this field when an employee has *Successfully* served one year of probation after:

- Initial appointment or rehire
- promotion
- transfer to another position
- demotion

*Please see Glossary at end for definition.

“Step Movement Approved.” Mark this field when an employee has received at least a *Successful* overall rating and is due a step increase after completing the time on step requirements for a step increase.

“Step Movement Not Approved.” Mark this field only when an employee meets the time-on-step requirements to receive a step increase and the employee is rated *Unacceptable* for this rating period.

“Employment Terminated.” Mark this field when the employee will be terminated from the position.

“Employee has received three overall ratings of at least *Successful* and has met the requirements for full performance.” Mark this field if the employee has received three step C evaluations of at least *Successful* and has demonstrated full performance of the employee’s position. Do not mark this field if your employee is on step D or E.

“Other.” Mark this field if you choose to document a recommended outcome not listed under the “Recommended Outcomes” section of the evaluation. For instance, confidential employees are not granted permanent status, so you may wish to write “continue confidential employment” in this field.

What do I mark for an employee who achieved a *Successful* rating but is not due a step increase? Do not mark any field under the Recommended Outcomes section if the phrases are not applicable to the employee.

What do I do if I wish to provide an employee with additional comments on his or her performance which are not applicable to Section II of the evaluation? You may complete the additional comments section located after the Recommended Outcomes on the evaluation. You may attach additional pages to the evaluation if necessary.

What do I do next? Discuss the evaluation with the employee and discuss any expectations you have for the next review period. Sign and date the evaluation and have the employee sign and date the evaluation. If necessary, submit the evaluation to the appointing authority for signature. Send the original evaluation, which should be printed on blue paper, to OJA to retain in the employee’s official personnel file, and retain a copy in the local personnel file.

*Please see Glossary at end for definition.

GLOSSARY

Category Rating: The rating assigned for performance of the job category as a whole.

Directly Report: An employee directly reports to a supervisor if there is no intermediate supervisor between the employee and the supervisor in the chain of command.

Full Performance: The state of possessing and applying knowledge, experience, abilities and personal attributes to perform independently all functions of the employee's position.

Job Duties: Individual tasks done by persons in a job classification.

Job Duties Worksheet: A tool used by the employee and the rater to determine what duties the employee will perform during the next evaluation period.

Job Duty Category: A grouping of duties by similar purpose or function. Also called job or category.

Job Duty Rating: The rating assigned to individual duties within a performance evaluation. Job duty ratings (also called duty ratings) may be:

Successful - the employee's performance demonstrates competence and skill, commensurate with the employee's length of service in the position.

Needs Improvement - the performance must be improved to meet the requirements of the position.

Unacceptable - a performance which fails to achieve acceptable or standard results.

Beyond Expectations - performance far exceeds the *Successful* performance of the duty. Performance at this level is rare. Some duties may not be capable of being performed at a *Beyond Expectations* level.

Overall Performance Rating: The rating assigned for performance as a whole during the entire evaluation period. The overall rating takes into account the ratings of all job duty categories. Overall ratings may be:

Successful - performance demonstrates competence and skill at one's job.

Unacceptable - performance fails to meet the basic requirements of the position.

Beyond Expectations - performance far exceeds *Successful* performance. It represents a level of performance that is rare and unusual.

Position Description: The official documentation listing duties assigned to an employee's position.