

CHAPTER 8 PERFORMANCE

SECTION 1. POLICY

It is the policy of the Nation to require a high level of performance from its employees. Furthermore, it is the desire of the Nation to maintain a highly motivated and productive work force. To achieve this end, heavy emphasis is placed on effective communication and training for employees, and the result will be an optimum level of work performance and achievement.

To assure effectiveness of each employee and the work force as whole, a systematic approach for evaluating job performance shall be instituted. Predetermined performance standards shall be established for each position that shall serve as the basis upon which employee performance evaluation is conducted.

SECTION 2. KNOWLEDGE OF JOB RESPONSIBILITIES

Every job or position in the Nation shall have a written position description. The position description shall contain information about the position that includes a job title, supervision received and exercised, statement of duties and responsibilities, general and specific qualification requirements, pay/salary range, and location of the position. Each employee is responsible for knowing, and each supervisor is responsible for explaining to subordinates, the responsibilities incorporated in their position description. This process is a basic foundation for the evaluation of job performance.

SECTION 3. PERFORMANCE EVALUATION SYSTEM

The Human Resource Office, in coordination with Executive Leadership and Court Administrator will be responsible for maintaining and implementing the employee performance evaluation system. Executive Leadership and Court Administrators will be held accountable for completion of their respective area's performance evaluation. The Director of Human Resource will report to the President any areas not in compliance.

The Human Resource Office in coordination with Executive Leadership and Court Administrator will design and implement appropriate evaluation forms to conduct and record employee evaluations.

Specifically, the performance evaluation system employed will address factors that include the following:

- Fairly and accurately assesses an employee's strengths, weaknesses, and potential for growth.
- Encourages the development of employee skills and work interests.

- Considers the assignment of more complex work based on merit and ability to perform at a higher level.
- Provides for a method, through employee input, to make operational improvements in a Nation Department
- Identifies training needs for the employee.

SECTION 4. PROBATIONARY PERIOD EVALUATION

A full probationary period shall be served for each position selected, including for promotion, transfer and reassignment

As a minimum, a formal performance evaluation shall be conducted after the first forty-five (45) days and not later than ten (10) days prior to the end of the probationary period. It is recommended that an informal evaluation occur on a weekly basis. The formal performance evaluation shall be conducted by the immediate supervisor in close consultation and coordination between Executive Leadership or Court Administrator and Human Resource Office.

At any time during the probationary period, an employee whose performance does not meet required minimum performance standards will be subject to formal job counseling, disciplinary action, or termination.

At the conclusion of the ninety- (90) day probationary period, the employee's supervisor, through Executive Leadership or Court Administrator, as appropriate, shall take action either to recommend termination or to change the employee's status from probationary to permanent Classified or Court status. The formal recommendation to change an employee's status to Classified or Court will be made to the Human Resource Office.

SECTION 5. MIDYEAR/ANNUAL PERFORMANCE EVALUATION

Each employee of the Jicarilla Nation Government will receive a midyear and annual performance evaluation. This formal evaluation shall occur annually during the second calendar quarter, beginning in April and no later than June 30, quarter and the last calendar quarter beginning in September and not later than December 30 of each year. The evaluation period will cover twelve months, or in the case of a new employee, the period of time worked during the past twelve months ending on December 30.

The performance evaluation process records and summarizes the employee's job performance based on predetermined performance standards. The performance standards are developed utilizing the major elements of the employee's position description and general employment policies of the Nation. The supervisor and employee agree to the relevancy and appropriateness of the standards to the actual work environment.

The evaluation, utilizing the performance standards as a guide, identifies employee's strengths and weaknesses, areas that require improvement, areas where the employee exceeds standards, and training needs. The employee's input regarding the evaluation is

documented and the employee and supervisor both formally certify to that evaluation occurred as recorded.

An unsatisfactory evaluation in any area of work shall require a thorough discussion between the supervisor and the employee on how improvement may be accomplished and within what time frame. An employee will be given thirty- (30) days to correct the area of work deemed to be unsatisfactory. If after thirty days performance is still unsatisfactory the employee will undergo formal disciplinary action, demotion or termination. In the event that the employee being evaluated disputes an unsatisfactory evaluation, the matter will be referred to Executive Leadership or Court Administrator, as appropriate, whom, together with the Human Resource Office, will resolve the matter.

During the evaluation process, the supervisor will review and discuss with the employee work areas that include the following: (1) Departments goals and objectives, (2) ascertain that the employee's position description is accurate and current, and (3) identify any barriers that may be affecting the employee's work performance--such as unreasonable workload or health concerns.

Upon completion of the performance evaluation, the supervisor forwards the documents to Executive Leadership or Court Administrator, as appropriate. Upon the successful completion of the performance evaluation, the supervisor retains a copy of the written evaluation, provides a copy to the employee, and forwards the original to the Human Resource Office, which becomes a part of the employee's personnel record. In addition, the supervisor or Director is expected as necessary to take the following actions or steps:

- A. Changes to the employee's job description, resulting from performance evaluation, must be forwarded to the Human Resource Office.
- B. When required, transmit employee's career plan or training needs to the Human Resource Office with comments and explanations as appropriate.

During the thirty- (30) day period allowed for correcting unsatisfactory performance concerns, employee should be monitored closely and progress documented.