



NCDP STAFF EVALUATION
POLICY AND PROCEDURE



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NCDP Staff Evaluation Policy and Procedure

Principle

NCDP believes that it is our staff who make the most important contribution to NCDP's work to improve the social and economic situation of disabled people in Cambodia. For this reason it is very important the NCDP takes time to help staff to review their work, learn from their experience and to help build their capacity. NCDP staff evaluation process in one of the ways to do this.

Related Policies

This policy relates also to NCDP Staff Policy and NCDP Staff Recruitment and Selection Policy.

Section 1: Explaining about Staff Evaluation

1.1. What is the Purpose of Staff Evaluation?

In general the purpose of staff evaluation is to give each NCDP staff a formal opportunity to meet with their line manager in order:

- To review how well the staff member is doing her/his work according to the job description
- To identify what the staff member is good at and what they enjoy about their work
- To identify any problems or difficulties with the staff member's work
- To identify what action needs to be taken to help improve the work that the staff member does
- To review the staff members job description and to make sure that it is up-to-date.

1.2. What is the purpose of staff evaluation related to staff that are in the probationary period?

All new staff that are employed by NCDP will receive a probationary contract. This contract is for a period of 3 months. The purpose of the probationary contract and period is to give NCDP some time to introduce the new staff to their role and responsibilities and to test if the member of staff is really capable of doing the job. In this case the purpose of the staff evaluation meeting is to get information and make a decision about whether the member of staff should be offered a regular contract with NCDP.

1.3. Who is involved in the staff evaluation?

Usually only two people are involved in the staff evaluation. These two people are the staff member and their line manager.

Note:

- If an expatriate staff directly manages a staff member then the Executive Director will also be involved in the staff evaluation.
- If an adviser is involved in the daily supervision of the staff member, then she/he should join in the evaluation.

Note: In some cases an observer may be involved in the staff evaluation. The role of the observer is explained in section 6 of this policy and procedure.

1.4. What is the relationship between staff evaluation and supervision?

All NCDP staff have a line manager who is directly responsible for managing the work of the staff by helping them to plan and prioritize their work. The line manager is also responsible for supervising

and observing the quality of the work that the staff member does in order to make sure that they are doing a good job according to their job description.

Supervision is about the line manager giving support and advice and helping to solve problems when they happen. Supervision is also about monitoring the day-to-day activities of the staff member.

Staff evaluation is based on day-to-day supervision. However it is a formal opportunity for the staff member to meet with their line manager in order to review their work as a whole and receive feedback on this.

1.5. Schedule for Staff Evaluation

For staff on probation

The staff evaluation meeting must take place at least 2 weeks before the end of the probationary contract (see Article 5 of NCDP Staff Policy)

For ordinary staff that have completed the probation period

The next staff evaluation meeting must take place 6 months after the end of the probationary period and after that every 12 months.

Note: For ordinary staff that have an evaluation meeting once every 12 months, the line manager is responsible for organizing a staff evaluation follow up meeting. The follow up meeting must happen 6 months after the evaluation meeting. The purpose of the follow up meeting is explained in section 5.1 of this policy and procedure.

Section 2: Preparing for the Staff Evaluation Meeting

2.1. Who is responsible for preparing for the staff evaluation meeting?

Both the staff member and the line manager are responsible for preparing for the staff evaluation meeting. NCDP has produced separate guidelines for both staff and line managers to help them to prepare for the staff evaluation meeting step by step. Copies of these guidelines are attached to this policy and procedure.

2.2. The documents that need to be used:

- Previous staff evaluation report (if appropriate)
- The staff member's latest job description
- Notes prepared by the staff member for the staff evaluation meeting
- Notes prepared by the line manager for the staff evaluation meeting
- Copy of the Staff Evaluation Policy and Procedure and the guidelines for staff and line manager

2.3. Preparing for the staff evaluation meeting

2 weeks (10 working days) before the evaluation meeting is due to take place; the line manager must have a meeting with the member of staff to prepare for the staff evaluation meeting. The purpose of this meeting is as below:

- If it is the first time that the staff member has participated in an NCDP staff evaluation meeting then the line manager must take some time to explain about the purpose of the evaluation meeting.
- The line manager must give the staff a copy of the 'guidelines for staff to prepare for their evaluation' and explain about the evaluation process.
- The line manager must also check to make sure that the staff member has got the latest copy of her/his job description.
- The staff member and the line manager must decide which language they will use during the staff evaluation meeting.
Note: Whenever possible the meeting should be in the staff member's first language so that they feel confident to explain clearly what they are thinking and feeling.
- The line manager and the staff member must then make a schedule for the staff evaluation meeting to take place in 2 weeks time. The staff evaluation meeting will usually last about 1.5 – 2 hours.

Note: It is very important that both the line manager and the member of staff take some time to prepare for the staff evaluation meeting by themselves. Each person should set aside about 1 hour for this. (Please refer to the guidelines for both staff and line managers that explain how to prepare for the staff evaluation meeting step by step.)

2.4. Preparing the venue for the staff evaluation meeting

The line manager is responsible for preparing the venue for the staff evaluation meeting according to the following guidelines:

- If possible the staff evaluation meeting should take place outside the normal programme / department office and should be private. This means that there should not be anyone else in the room.

Note: *NCDP guest room can be a good venue for the staff evaluation meeting. Managers who want to book this room should check with NCDP Administration Assistant.*

- The venue for the meeting needs to be comfortable; there should be good light and comfortable chairs.
- The staff evaluation meeting must not be interrupted (e.g. Telephones must be turned off / a sign must be put on the door to say that there is a meeting in progress)

Section 3: The Process of the Staff Evaluation Meeting

The meeting should take place according to the following agenda:

1. Welcome:

The line manager should welcome the member of staff to the meeting and explain / remind about the purpose of staff evaluation

2. Explain about the role of the observer (if necessary):

If there is an observer attending the meeting then the line manager should explain about the role of the observer so that this is clear for everybody.

3. Ground-rules:

The line manager must explain about the ground-rules for the meeting. These are:

- Both the staff member and the line manager should have opportunities to speak and share their thoughts and ideas
- The staff member and the line manager must listen to each other's ideas and opinions.
- The staff member and the line manager must use clear language.
- Whenever possible decisions about what action needs to be taken should be made by discussion and consensus.
- If the staff member and the line manager cannot agree with each other about a particular issue then this should be clearly recorded by the line manager in the staff evaluation report.

4. Brief review of the action plan from the previous staff evaluation meeting (if necessary)

If the staff member has already had a staff evaluation meeting, the action plan from this meeting should be reviewed to make sure that all the actions have been done. If any of the actions have not been done then the line manager and staff member need to discuss this and make a decision about whether to carry forward the action or not

5. Reviewing the work of the staff according to the job description

The line manager should work through the job description with the staff member step by step.

Note: The line manager is responsible for taking notes of the main points of the discussion so that these can be included in the written report.

According to each of the main responsibilities, the line manager and staff member must identify:

- **Strengths: What is the staff member good at?**

This may include specific activities that the staff member enjoys doing or feels confident about. It may include examples of things the staff member has achieved that have made a positive difference to the programme, project or department.

- **Difficulties: What does the staff member find difficult?**

This may include specific activities that the staff member finds difficult because they have a lack of knowledge or skill. It may also include activities that the staff member finds difficult because of the situation at work. Also, there may be some activities that they really do not enjoy.

Note: If a member of staff has a specific problem or difficulty, which is affecting their work for NCDP they must inform their line manager as soon as possible. The staff member should **not** wait until the next staff evaluation meeting to do this.

If the line manager notices that the member of staff has a specific problem or difficulty that is affecting their work, then the line manager should speak to the staff member about this as soon as possible. The line manager should **not** wait until the next staff evaluation meeting to do this.

In this kind of situation it may be necessary to use NCDP disciplinary procedure. Clear information about this is provided in Article 22 of NCDP Staff Policy.

- **Action about how the staff member could improve their work and how the line manager can help with this.**

The purpose of the action plan is to build on the strengths of the staff member and to help solve the difficulties. The action plan may include:

- Actions about how to improve the staff members own skills and knowledge so they can do their job better
- Actions about how the situation at work could be improved.

Note: For every action the staff member and line manager need to agree who is responsible for making sure that the action happens. It may also be useful to set a clear deadline for each action to be completed.

Note: The line manager is responsible to make sure that the actions that are agreed are realistic and that they can be achieved according to the resources of NCDP.

6. Identifying any changes that need to be made to the job description

In some cases the job description may need to be reviewed so that some old responsibilities / activities are taken away or that some new ones are added. The line manager will need to check if the staff member has new any responsibilities / activities that have not yet been included in the job description.

Note: It is important for the line manager to make sure that the staff member is ready and able to have more responsibilities.

Note: In this case the line manager is responsible for making sure that the job description is updated. A copy of the updated job description must be attached to the staff evaluation report.

7. Reviewing the staff members general work situation.

After the staff member and line manager have discussed about the staff member's work related to the job description then they should have a discussion about the general work situation. The questions below may be useful to help with this discussion:

1. Are there any staff in NCDP that the staff member feels good about working with or finds difficult to work with?
2. Are there any organizations outside NCDP that the staff member feels good about working with or find difficult to work with?
3. Can the staff member come on time to work and for meetings?
4. What is good or difficult about the staff member's relationship with the line manager?

5. How does the staff member share information / ideas about their work and work planning with the line manager?
6. What does the staff member find good or difficult about NCDP policies and procedures? (*Is there any thing the staff member doesn't understand about NCDP policies and procedures?*)
7. How would the staff member like to see their role and work for NCDP develop over the next 2-3 years?

The staff member and line manager may also identify some actions related to improving the staff members general work situation

Note: The line manager is responsible for taking notes of the main points of the discussion and any actions so that these can be included in the written report.

Section 4: Preparing, Approving and Distributing the Staff Evaluation Report

4.1. Preparing the staff evaluation report

The line manager is responsible for writing the Staff Evaluation Report. The purpose of the staff evaluation report is to give a written record that summarizes the main points of the meeting and all the action points that were agreed. The staff evaluation report should be no longer than 2-3 sides of A4 size paper.

There is a standard format for staff evaluation reports, that all line managers must use. NCDP has developed a computer template for this standard format so that it is easy for line managers to prepare their staff evaluation reports.

The line manager must complete the staff evaluation report within 10 working days after the staff evaluation meeting.

Note: The line manager should use the written notes that they made during the staff evaluation meeting to help them to write the staff evaluation report. The line manager can also use the staff member's written notes to help write the staff evaluation report.

Note: Whenever possible the staff evaluation report should be written in the staff member's first language so that they feel confident to understand what has been written and to be able to do the actions that they agreed to do.

Once the report has been completed, the line manager must give the original copy to the staff member so that they can read it. If the staff member is happy that the report is accurate then he/she must sign the report. If the staff member is not happy that the report is accurate then he/she should write any comments about this in the space left on the report and then sign the report.

As soon as the staff member has signed the report they must return it to their line manager. The line manager must then sign the report to say that it is accurate.

4.2. Executive Directors approval of the staff evaluation report

As soon as the line manager has completed the staff evaluation report and it has been signed by both the line manager and the staff member, then the line manager must send the original copy of the staff evaluation report to the Executive Director for monitoring and approval.

The Executive Director must make a decision about whether to approve the staff evaluation report within 5 working days of receiving the report.

Note: If the Executive Director has any questions or concerns about the staff evaluation report he must contact the line manager to discuss this within 5 working days of receiving the report.

4.3. Distribution and filing of the staff Evaluation report

As soon as the Executive Director has approved the report then he must send it to NCDP Administration Assistant who is responsible for:

- Making 2 copies of the original report. One copy is for the staff member and 1 copy is for the line manager.
- Filing the original report in the staff member's personnel file.

Note: The line manager and the staff member are responsible for making sure that their copy of the staff evaluation report is kept in a safe place.

Section 5: Follow-up

5.1. Follow-up of the action plan

For every action point, the staff member and line manager need to agree who is responsible for making sure that the action happens. There should also be a clear deadline for each action to be completed.

The line manager is responsible for organizing a follow-up meeting with the staff member six months after the staff evaluation meeting. The purpose of this meeting is to follow-up on the actions that were agreed at the staff evaluation meeting. If any of the actions have not been done then the line manager and staff member need to discuss this and make a decision about whether to reschedule the action or not.

Section 6: Monitoring the Quality of the Staff Evaluation Process

6.1. Who is responsible for monitoring the quality of the staff evaluation process?

NCDP Executive Director is responsible for monitoring the quality of the staff evaluation process. In the future (once the staff evaluation policy and procedure has been fully implemented) the Executive Director may delegate some of this responsibility to the Administration Manager.

6.2. How does the Executive Director monitor the quality of the staff evaluation process.

There are two ways that the Executive Director monitors the quality of the staff evaluation process. The first is by reading and approving all the staff evaluation reports that are produced by NCDP line managers.

The second is by observing* a sample of the staff evaluation meetings that are held in NCDP. In general, every year NCDP's Executive Director will observe one staff evaluation meeting that is done by each of NCDP's line managers

6.3. The role of the observer*

The role of the observer is to directly observe the staff evaluation meeting in order to monitor how well the line manager understands their role and responsibilities as an evaluator and to make sure that NCDP staff evaluation is a useful and positive experience for the staff, the programme / project / department and NCDP as a whole. The observer should not speak during the meeting unless it is necessary to ask for clarification or to help if there is a misunderstanding that line manager and staff member cannot deal with by them-selves.

After the Executive Director has observed the staff evaluation meeting, the Executive Director should arrange a meeting with the line manager to give some feedback to the line manager about their role as an evaluator and how they might improve this.

Section 7: The Role of NCDP Administration Department

7.1. NCDP Administration Manager and Administration Assistant are responsible for reminding line managers about the schedule for staff evaluation meetings and also for making sure that staff evaluation reports are properly filed.

The attachment with this policy is Guideline for staff and line manager to prepare the evaluation and Report Format.

This policy and procedure will be effective from the date of signature.



The image shows a blue ink signature of Yi Veasna over a circular official stamp. The stamp contains the text 'NATIONAL CENTRE OF DISABLED PERSONS *' around the perimeter and 'NCDP' in the center with a wheelchair icon.

Yi Veasna
Executive Director

Date: 15-09-2002

Guidelines for Staff to help you Prepare for Your Staff Evaluation Meeting

What is the purpose of the staff evaluation meeting?

The purpose of the staff evaluation meeting is for you and your line manager:

- To review how well you are doing your work according to your job description
- To identify what you are good at and what you enjoy about your work
- To identify any problems or difficulties which may affect your ability to do your work
- To identify any action that needs to be taken to help improve the work that you do
- To review your job description and to make sure that it is up-to-date

How to prepare for your staff evaluation meeting

It is very important that you take some time to prepare for your staff evaluation meeting.

1. You will need to take about 1 hour to prepare for the meeting.
2. You should do this about a week before the meeting
3. You will need a copy of your job description. You will also need some paper to write down your thoughts and ideas.
4. You need to read through your job description. Then look at each of the main responsibilities one by one and ask yourself the following questions:
 - **What am I good at?**
This may include specific activities that you enjoy doing or feel confident about. You may also want to give a couple of examples of things you have achieved which have made a positive difference to your programme, project or department.
Please write down your thoughts and ideas.
 - **What do I find difficult?**
This may include specific activities that you find difficult because you have a lack of knowledge or skill. It may also include activities that you find difficult because of the situation at work. Also, there may be some activities that you really do not enjoy.
Please write down your thoughts and ideas.
 - **Ideas about how I could improve my work and my job.**
This may include
 - Your ideas about how to improve your own skills and knowledge so that you can do your job better
 - Your ideas about how the situation at work could be improved*Please write down your thoughts and ideas.*

Other questions that you need to think about

There are also some questions about your general work situation that you will need to answer. Please read these questions carefully and write down your thoughts and ideas about them.

1. Are there any staff in NCDP that you feel good about working with or finds difficult to work with?
2. Are there any organizations outside NCDP that you feel good about working with or find difficult to work with?
3. Can you come on time to work and for meetings?
4. What is good or difficult about your relationship with the line manager?
5. How do you share information / ideas about their work and work planning with the line manager?
6. What do you find good or difficult about NCDP policies and procedures? (Is there any thing that you don't understand about NCDP policies and procedures?)
7. How would you like to see your role and work for NCDP develop over the next 2-3 years?

On the day of your staff evaluation meeting

You will need to take about 30 minutes to read through the notes that you have made so that you can remind yourself.

Please make sure that you make a copy of your notes for your line manager and take these with you to the meeting. Your line manager may need to use your written notes to help write the staff evaluation report.

After the staff evaluation meeting

Your line manager is responsible for writing your staff evaluation report. The purpose of the staff evaluation report is to give a written record that summarizes the main points of the meeting and all the action points that were agreed. About 2 weeks after your staff evaluation meeting, your line manager will give you a copy of this report. You need to read the report and decide whether you think it is accurate. If you think that the report is accurate then you must sign the report and return it to your line manager.

Note: If you do not think the report is accurate then you must write down why you think this in the section of the report that is called 'additional comments of the staff member'. Then you must sign the report and return it to you line manager.

Your line manager is responsible for submitting the staff evaluation report to the Executive Director for approval according to the procedure in NCDP Staff Evaluation policy.

According to NCDP Staff Evaluation policy your line manager is also responsible for organizing a staff evaluation follow up meeting with you after 6 months. The purpose of this meeting is for you and your line manager to review the actions that you agreed at the last staff evaluation meeting in order to see clearly what progress has been made and to make a clear plan so that all the actions have been achieved before your next staff evaluation meeting.

Guidelines for Line Managers to help you Prepare to Evaluate your Staff

As the line manager you are responsible for all of the following tasks:

1. Organizing the documents that are needed for the staff evaluation:

- Previous staff evaluation report (if appropriate)
- The staff member's latest job description
- Notes prepared by the staff member for the staff evaluation meeting
- Notes prepared by the line manager for the staff evaluation meeting
- Copies of the Staff Evaluation Policy and Procedure and the guidelines for staff and line manager

2. Preparing the venue for the staff evaluation meeting

You are responsible for preparing the venue for the staff evaluation meeting according to the procedure in NCDP Staff Evaluation policy.

3. Meeting with the staff member before the staff evaluation meeting to help them prepare

You are responsible for meeting with the staff member to help them prepare for the staff evaluation meeting according to the procedure in NCDP Staff Evaluation policy.

4. Taking time by yourself to prepare your thoughts and ideas related to the staff member that you are evaluating

It is very important that you take some time to prepare your thoughts and ideas for the staff evaluation meeting.

You will need to take about 1 hour to prepare for this activity and you should do this about a week before the meeting

You will need a copy of the staff member's job description. You will also need some paper to write down your thoughts and ideas.

You need to read through the staff member's job description. Then look at each of the main responsibilities one by one and ask yourself:

- **Strengths: What is the staff member good at?**
This may include specific activities that the staff member enjoys doing or feels confident about. It may include examples of things the staff member has achieved which have made a positive difference to the programme, project or department.
Please write down your thoughts and ideas.
- **Difficulties: What does the staff member find difficult?**
This may include specific activities that the staff member finds difficult because they have a lack of knowledge or skill. It may also include activities

that the staff member finds difficult because of the situation at work. Also, there may be some activities that they really do not enjoy.
Please write down your thoughts and ideas.

- **Action about how the staff member could improve their work and how the line manager can help with this.**

The purpose of the action plan is to build on the strengths of the staff member and to help solve the difficulties. The action plan may include:

- Actions about how to improve the staff members own skills and knowledge so they can do their job better
- Actions about how the situation at work could be improved.

Please write down your thoughts and ideas.

There is also a list of questions about the staff members general work situation that you need to think about. Please read the questions carefully and write down your thoughts and ideas about them.

1. Are there any staff in NCDP that the staff member feels good about working with or finds difficult to work with?
2. Are there any organizations outside NCDP that the staff member feels good about working with or find difficult to work with?
3. Can the staff member come on time to work and for meetings?
4. What is good or difficult about the staff member's relationship with you as the line manager?
5. How does the staff member share information / ideas about their work and work planning with you as the line manager?
6. What does the staff member find good or difficult about NCDP policies and procedures? (Is there any thing the staff member doesn't understand about NCDP policies and procedures?)
7. How would you like to see the staff members role and work for NCDP develop over the next 2-3 years?

Note: On the day the staff evaluation meeting you will need to take about 30 minutes to read through the notes that you have made so that you can remind yourself. Please make sure that you take your notes with you to the meeting.

5. Writing the Staff Evaluation Report

You are responsible for writing the staff evaluation report according to the procedure in NCDP Staff Evaluation policy.

6. Submitting the Staff Evaluation Report to the Executive Director for Approval

You are responsible for submitting the staff evaluation report to the Executive Director for approval according to the procedure in NCDP Staff Evaluation policy.

7. Organizing a follow up meeting with the staff member after 6 months

You are responsible for organizing a follow up meeting with the staff member after 6 months according to the procedure in NCDP Staff Evaluation policy.



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NCDP Staff Evaluation Report

| | |
|---|--|
| Name of Staff Member: | |
| Job Title: | |
| Programme / Project / Department: | |
| Job Location: | |
| Date of this Staff Evaluation Meeting: | |
| Date of the last Staff Evaluation Meeting | |
| Name and Job Title of the Line Manager who is responsible for this Staff Evaluation: | |

1. A Brief Review of the Action Plan from the Previous Staff Evaluation Meeting
(If there are any action points still not completed please record how you are going to deal with these)

2. A Review of the Work of the Staff Member According to their Current Job Description

Main Responsibility:

Summary of the staff member's strengths related to this main responsibility

Summary of the staff member's difficulties related to this main responsibility

Action to be taken (please record clearly what is the action and who is responsible for making sure that the action is taken)

Main Responsibility:

Summary of the staff member's strengths related to this main responsibility

Summary of the staff member's difficulties related to this main responsibility

Action to be taken (please record clearly what is the action and who is responsible for making sure that the action is taken)

Main Responsibility:

Summary of the staff member's strengths related to this main responsibility

Summary of the staff member's difficulties related to this main responsibility

Action to be taken (please record clearly what is the action and who is responsible for making sure that the action is taken)

Main Responsibility:

Summary of the staff member's strengths related to this main responsibility

Summary of the staff member's difficulties related to this main responsibility

Action to be taken (please record clearly what is the action and who is responsible for making sure that the action is taken)

3. Identify any Changes that Need to be Made to the Job Description

4. A Review of the Staff Members General Work Situation
(record the main points from your discussion)

5. Additional Comments by the Staff Member (after they have read this report)

6. Proposed Date for the Next Staff Evaluation Meeting

This Staff Evaluation Report is signed by:

Staff Member

Line Manager

Date:

Date:

This Staff Evaluation report is approved by:

Executive Director

Date: