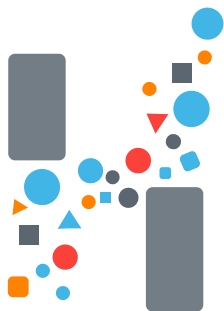


2021

# Headwaters Foundation Employee Performance Review Process



**Headwaters  
Foundation**  
BE THE SOURCE OF CHANGE



Below is the process Headwaters Foundation uses for employee performance review. The documents we use throughout the process follow. If you would like the editable version of any of these documents or have any questions, reach out to [evaluation@headwatersmt.org](mailto:evaluation@headwatersmt.org).

- The employee review process starts by each staff person setting yearly goals and deliverables that are connected to the organization's mission and strategy.
- Each staff person works with their supervisor to finalize and approve their yearly goals and deliverables. These goals and deliverables are then entered into the employee's performance review form.
- Each employee meets quarterly with their supervisor to check in on progress related to goals and deliverables. These conversations give real time feedback to employees, rather than waiting to hear feedback at the end of the year. Quarterly conversations also allow employees to understand how they are doing and make any course corrections to their work in order to have a good performance rating at the end of the year.
- During the first two weeks of November, each staff person completes their employee performance review form. During the same time period, their supervisors also completes the performance review rating sheet for their supervisees. If the employee is a supervisor, their direct report also completes a rating of their supervisor. Each employee and their supervisor meet in mid-November to discuss the self-rating and the supervisor rating (and direct report rating, if applicable). This conversation gives employees a chance to provide input into the final rating process. After this conversation, each supervisor adjusts (if necessary) and finalizes their employee's rating sheet.
- The supervisor then submits a pay adjustment based on the employee's rating and submits that via the pay scale adjustment form. All employees can be considered for COLA increases if applicable. Any additional increases are merit increases based on performance rating.
- The CEO receives all of the rating and pay adjustments and makes any necessary changes to rating and pay adjustments, looking at equity and consistency across the organization.
- CEO and supervisors finalize ratings and pay increases for the next year. The supervisor then sits and communicates final rating and pay changes with each of their direct reports. This is all completed by December 15th so that pay changes can become effective in the new year. This conversation includes areas for professional development and growth. Each staff person is asked to submit professional development forms by the end of the year. Professional development goals are included in the next year's performance review process.
- In late November and December, staff start working on drafting their new year goals and deliverables so the process can start all over in the new year.
- The same process is used for executive performance review and compensation. In the case of the CEO, the board of trustees, led by the board chair, take the role of "supervisor" as described above.



**All Employees**

Employee Name: \_\_\_\_\_  
 Supervisor Name: \_\_\_\_\_  
 Date of Review: \_\_\_\_\_  
 Review Period: \_\_\_\_\_

Job Description Current:  Yes  No If no-submit revised job description to HR

If probationary employee:  Off Probation  Remains on Probation-Review Date:  
 Employee not off probation & No continuation of employment

Instructions: The Supervisor and Employee can both use this form to score each of the factors below from 1 to 4.  
 Additional information can be provided in questions #5-7.

1. Goals	Needs Improvement	Developing	Succeeding	Exceeds Expectation	Exemplary
Insert Goals and quarterly deliverables (including goals and deliverables in which you play a crucial, but not lead, role). You should add a line for each goal you are working towards. You should list all your deliverables under the relevant goal line.	1	2	3	4	5

Goals not identified at the beginning of the year, but added throughout the year. Below, please add those additional goals.

2. Living Organizational Norms	Needs Improvement	Developing	Succeeding	Exceeds Expectation	Exemplary
We start from a place of trust. We lead with love, empathy, and a sense of community. We are humble, generous, and open-hearted. We are accountable and inclusive. We make magic with the gifts we have. We are able to work hard because we take time to play, create, and be with our people. We take pride in what we do. We are here and we have fun.	1	2	3	4	5

3. Service Focus/Customer Service	Needs Improvement	Developing	Succeeding	Exceeds Expectation	Exemplary
Values and demonstrate the importance of delivering high quality service using organizational norms and values to internal and external partners.	1	2	3	4	5

4. Dependability	Needs Improvement	Developing	Succeeding	Exceeds Expectation	Exemplary
Internal and external partners can depend on high quality service that is on time and exceeds expectations. Demonstrate flexibility in order to obtain desired goals. Engaged and prepared to be fully present in their work day.	1	2	3	4	5

Weighted Average Performance Appraisal Score (average from Performance Appraisal above)

5. Please provide comments for any of the evaluation points listed above.

Employee Comments

Reviewer Comments

6. Accomplishments: Please provide 2-3 specific examples of your accomplishments over the last review period.

Employee Comments

Reviewer Comments

7. Goals : Please provide 2-3 specific examples of goals you wish to achieve or areas for improvement to address.

Employee Comments

Reviewer Comments

\*\*\*Add these goals to the Development Plan

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

Manager/Supervisor Signature \_\_\_\_\_ Date \_\_\_\_\_

PLEASE FORWARD TO HR DEPARTMENT ONCE SIGNED & APPROVED

Your Name here DEVELOPMENT PLAN DASHBOARD

**Goals:**

- 1.
- 2.

**Training Needed:**

- 1.
- 2.
- 3.

**Estimated Total Cost: \$0.00**

<b>Action Plan</b>	<b>Annually</b>											
	Q1			Q2			Q3			Q4		
	J	F	M	A	M	J	J	A	S	O	N	D

<b>Course or Workshop</b>	<b>Cost</b>												
Describe the course of workshop	\$0.00	Q1	Q2	Q3	Q4								
<b>Conference (s)</b>													
Describe the conference and how it aligns to the goals	\$0.00	Q1	Q2	Q3	Q4								
<b>Self-Development (research or reading)</b>													
Describe the activities or books you are using	\$0.00	Q1	Q2	Q3	Q4								
<b>Coaching or Mentoring</b>													
Describe the coaching activities	\$0.00	Q1	Q2	Q3	Q4								
<b>Job Shadowing</b>													
Describe this activity	\$0.00	Q1	Q2	Q3	Q4								
<b>Project Work</b>													
Describe this activity	\$0.00	Q1	Q2	Q3	Q4								
<b>Committee/association membership</b>													
Describe this activity	\$0.00	Q1	Q2	Q3	Q4								
<b>Other</b>													
	\$0.00	Q1	Q2	Q3	Q4								

= Completed

**Manager Notes:**

- 1.
- 2.

# Headwaters Foundation

November 2020

## Performance scoring

Performance					
Score	%Cola	Above 3 to 3.49	3.5 to 3.99	4 or above	Total potential
% increase	2%	1%	1%	1%	5%

Name	Supervisor Score	Current Salary	2020 COLA	Performance %	Adjustment	Total	Total COLA \$	Total Merit \$	Total Adjustment	New Salary 2021
Mary	3.9	\$10,000	2.0%	2.0%	0.0%	4.0%	\$200	\$200	\$0	\$10,400
Suzy	3.1	\$10,000	2.0%	1.0%	7.6%	10.6%	\$200	\$100	\$760	\$11,060
Karen	2.5	\$10,000	2.0%	0.0%	0.0%	2.0%	\$200	\$0	\$0	\$10,200
John	n/a	\$10,000				0.0%	\$0	\$0	\$0	\$10,000
Sarah	n/a	\$10,000				0.0%	\$0	\$0	\$0	\$10,000
<b>TOTAL</b>							<b>\$600</b>	<b>\$300</b>	<b>\$760</b>	<b>\$51,660</b>

Total Increases \$1,660

Total Budgeted \$13,660

Variance \$12,000