Employee Evaluation and Growth Policy

At The Marie Equi Center, we believe that the growth and development of our staff are essential to achieving our mission and creating a supportive, trauma-informed, and just work environment. Our Employee Evaluation and Growth Policy is designed to promote transparency, fairness, and a commitment to continuous learning. We use a collaborative evaluation process rooted in our values of collective care, radical accountability, and shared leadership. This policy outlines the use of a **growth matrix**, self and manager evaluations, and how wage adjustments are determined through this process.

1. Policy Overview and Purpose

The purpose of this policy is to ensure that all employees have access to a transparent, consistent, and equitable evaluation process that provides opportunities for reflection, recognition, and professional growth. Our evaluation process is not solely focused on performance; it is an opportunity to support the holistic development of each employee, celebrate their contributions, and align individual goals with the organization's mission.

2. Evaluation Process and Use of Growth Matrix

Our evaluation process utilizes a **growth matrix**, a tool designed to measure skill development and role proficiency. The growth matrix defines core functions of each role and describes performance on a scale from 1 (novice) to 4 (advanced). This approach ensures that evaluations are based on clear, role-specific criteria and that all staff understand the expectations associated with their positions.

- **Growth Matrix Scale**:
  - **1 – Novice**: Limited experience and still developing skills.
  - **2 – Intermediate**: Gaining competence and understanding core functions.
  - **3 – Proficient**: Consistently demonstrates competence and skill.
  - **4 – Advanced**: Mastery of skills and able to mentor others.
- **Evaluation Components**:
  - **Self-Evaluation**: Employees complete a self-evaluation using the growth matrix to reflect on their skills, achievements, and areas for growth. This self-assessment encourages self-awareness, ownership of development, and active participation in the evaluation process.
  - **Manager Evaluation**: Direct supervisors complete a corresponding evaluation using the same growth matrix, providing an objective assessment of the employee's skills and performance. The goal is to offer balanced, constructive feedback that supports the employee's growth.
  - **Collaborative Review Meeting**: After both evaluations are completed, the employee and their supervisor meet to discuss the results. This meeting is a space for open dialogue, recognition of achievements, and collaborative goal-setting for the upcoming year.

3. Evaluation Frequency

The evaluation process occurs at regular intervals to support ongoing growth and development:

- **Initial Evaluation**: Conducted within the first 6 months of employment to ensure that new staff have the support and resources they need to succeed in their roles.
- **Annual Evaluations**: Conducted annually thereafter, providing structured opportunities for reflection, feedback, and goal-setting.

4. Wage Adjustment and Compensation

Wage adjustments are tied directly to the evaluation process and are based on the total points accumulated using the growth matrix. This approach ensures that compensation is reflective of role proficiency, skill development, and the employee's contributions to the organization.

- **Objective and Transparent Compensation**: By linking wage adjustments to the results of the growth matrix, we ensure that salary decisions are fair, consistent, and transparent. Employees can see how their performance and skill development correlate with their position on the wage range. • **Wage Adjustment Criteria**:
    - Employees receive a point total based on the results of their self and manager evaluations.
    - Points are tallied and used to determine the employee's position on the wage range for their role.
    - Adjustments to wages are made based on the correlating scale, with opportunities for annual increases based on growth and development. • **Equity and Fairness**: This process is designed to eliminate bias and ensure that wage adjustments are based on measurable criteria rather than

subjective factors. We regularly review our compensation practices to ensure they align with our values of pay equity and transparency.

5. Professional Development and Support

The evaluation process is not just about measuring performance; it is also an opportunity to identify resources and support that can help employees reach their professional goals.

- **Growth and Development Planning**: During the review meeting, the employee and their supervisor will co-create a **Growth and Development Plan** that outlines:
  - Key skills or areas the employee wishes to develop.
  - Opportunities for training, mentorship, or additional support.
  - Specific goals for the upcoming year, aligned with both the employee's aspirations and organizational needs.
- **Access to Training and Resources**: Employees are encouraged to take advantage of training and development opportunities, including workshops, continuing education, and skill-sharing sessions. The Marie Equi Center provides paid time and stipends for professional development as part of our commitment to collective growth.

6. Principles Guiding the Evaluation Process

Our evaluation process is grounded in the following principles:

- **Transparency**: Employees have access to clear information about how they are being evaluated and the criteria used in the growth matrix. All wage

adjustments are based on transparent standards.

- **Fairness**: Evaluations are conducted using objective criteria to ensure fairness and consistency across the organization.
- **Growth-Oriented**: The focus of our evaluation process is on supporting employees' professional and personal growth, not on punitive measures. We celebrate successes and use challenges as opportunities for learning.
- **Participatory and Reflective**: We value the voices and experiences of all staff. The self-evaluation and collaborative review meetings are spaces for employees to actively engage in their own development and contribute to shaping the process.

7. Dispute Resolution and Appeals

We strive to ensure that every evaluation is fair, transparent, and supportive. However, if an employee disagrees with the results of their evaluation, they have the right to appeal:

- **Appeal Process**:
  - Employees should first discuss their concerns with their direct supervisor to seek resolution.
  - If the issue is not resolved, the employee may submit a written appeal to a member of the leadership team for review.
  - An impartial third party may be brought in to facilitate the review and ensure that the process is equitable and transparent.
- **Non-Retaliation**: Employees will not face retaliation for raising concerns, providing feedback, or appealing the results of an evaluation. We are committed to maintaining a safe and supportive environment for all staff.

8. Continuous Improvement

The Marie Equi Center is committed to continuously refining and improving our evaluation and growth practices. We welcome feedback from staff on how to make this process more inclusive, transparent, and supportive. Annual reviews of this policy will be conducted to ensure alignment with best practices and our organizational values.

Policy Acknowledgment

All employees are required to review and acknowledge this Employee Evaluation and Growth Policy as part of their onboarding and during annual policy reviews. By participating in this process, employees contribute to creating a workplace culture that values growth, mutual support, and collective accountability.