

E-12a PROCEDURE Performance Management-Non-Instructional
Employees

The College is committed to providing the highest level of service to the students and communities we serve. Performance management is an ongoing process of communication and response between supervisors and employees to support strategic goals and employee performance and professional development. The communication process includes clarifying expectations, training, setting objectives, identifying goals, providing feedback, and reviewing results.

Evaluations –

The goal of evaluations is to formalize a communication tool which includes clarifying expectations, reviewing employee performance, identifying and setting goals allowing employees and supervisors to communicate and align their goals.

New Employees

New employees will complete new employee orientation and receive on-the-job training at the division level. At the end of the new employees' probationary period, their immediate supervisor will conduct an evaluation and will make a recommendation to continue employment or recommend to not retain the employee. Probationary periods are as follows:

1. Administrative & Support Staff: 6-month probationary period
2. Professional Staff: two-year probationary period. Professional staff should receive an evaluation each of the first two years of employment while on probation.

In the event that the performance evaluation identifies areas of growth or additional training, a Performance Improvement Plan will be developed by the supervisor to assist the employee in achieving the level of performance required. Performance improvement plans define goals and set reasonable measurements and timelines to achieve performance improvement and development.

Evaluations

Employees will receive a performance evaluation no less than every three (3) years or as needed following their probationary period. The evaluation will assess the employees' skills and abilities performing assigned work, communication, productivity, interpersonal skills, identify areas of growth and set goals.

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Progressive Performance Improvement

Supervisors will offer progressive performance improvement on an ongoing basis, providing regular feedback and coaching to employees regarding their work, productivity, teamwork, communication, attendance and other areas of performance for the position they hold.

In the event a supervisor identifies an area of concern in an employees' performance, and the employee does not respond to informal coaching and feedback regarding performance and expectations communicated by the supervisor, the supervisor may develop a formal Performance Improvement Plan which will include areas of improvement, performance goals, expectations and timelines to assist the employee in achieving the level of performance required for the position. Performance Improvement Plans define goals and set reasonable measurements and timelines to achieve acceptable performance improvement and development.

Disciplinary Action

Performance-based disciplinary action is a result of an employee's failure to meet employee expectations (procedure E-5a), meet established goals, properly perform tasks, and/or the employee demonstrates they lack the knowledge, skills or ability to perform the job they are assigned. Disciplinary action may also be utilized where the work is consistently unacceptable in terms of quality or productivity after progressive performance improvement has been offered to the employee and they have failed to correct their performance in a consistent and ongoing manner.

Initial disciplinary action may include the implementation of progressive performance improvement by the supervisor to the employee. In some cases, dependent on the violation or level of misconduct, disciplinary action up to and including termination may be recommended.

An employee who fails to meet the performance standards set forth by the College, or as substantiated through an investigation, committed misconduct, policy/procedure violation or insubordination by an employee is subject to disciplinary action up to and including termination

Disciplinary action will be determined by the College and may include written warnings, improvement plans, additional employee requirements, suspension with or without pay or termination.

During an inquiry of misconduct, a policy/procedure violation, or insubordination an employee may be placed on paid or unpaid administrative leave.

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COLLEGE POLICY

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Inquiries and investigations of allegations of misconduct, policy procedure violations or insubordination against an employee will be conducted by the Human Resources division. If the allegations are substantiated the employee will be subject to disciplinary action up to and including termination.

Related Policy: E-12

Admin Team Adopted: 10/21/22

Reviewed: 08/16/21, 10/25/21, 10/29/21, 12/10/21, 10/21/22

Next Review: TBD

Web link:

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