

10.07 Performance Management

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Policy / Purpose:

It is the policy of Wallace Community College – Selma (WCCS) to comply with Alabama Community College System (ACCS) policy related to Performance Evaluations.

The purpose of the performance management policy is as follows:

- To ensure that employee performs work that accomplishes the business needs of the College;
- The employee's work aligns with the strategic goals of their department and the organizational values of the College;
- The employee clearly understands the quality and quantity of work expected and receives ongoing information about how effectively they are performing relative to expectations; and
- The employee is provided opportunities for professional development.

Performance information is one consideration in making personnel decisions such as upgrades, disciplinary actions, layoff determinations, and salary increase eligibility.

Scope:

This policy applies to all WCCS employees during any activity involving the College, including the workday. In addition, visitors, vendors, contractors, and all other non-employees are expected to recognize and comply with College policies.

Definitions:

Performance Improvement Plan (PIP): The written document(s) used to describe any action in the Performance Management Process, from employee counseling through employee dismissal. The supervisor uses the PIP to describe the performance or behavioral issues, outline specific improvements that are needed, and provide a timeframe for improvements to be made.

Details:

1. **Performance Evaluations Schedule:** Performance evaluations are conducted for all employees annually. The evaluation period for all employees is July 1 – June 30. Full-time and adjunct instructors receive student evaluations at the end of each term.
2. **Annual Performance Evaluations:** To demonstrate the overall effectiveness of the College's employees, WCCS evaluates its employees on an annual basis regarding their achievement of performance objectives. The College has implemented an evaluation system whereby each employee is evaluated at least annually by a supervisor with appropriate education and experience. Supervisors submit annual evaluations using the evaluation tool in NEOED.

- a. **Adjunct Instructors:** Evaluated a minimum of one time annually. Annual evaluation of adjunct instructors may include additional instructional related items such as: classroom observations, adherence of instructional policies, and classroom management. A supervisor, Program Director, or Division Chair may evaluate an adjunct instructor.

NOTE: classroom observations are conducted the first year of employment and every three years thereafter or more often, as needed. Classroom observations may be in person or virtual.

- b. **Full-Time Instructors:**

- 1) Non-probationary full-time instructors are evaluated at a minimum of one time annually.
- 2) Probationary full-time instructors are evaluated a minimum of one time annually and more often as determined by the division or department chair.
- 3) Annual evaluation of full-time instructors includes additional instructional related items such as: classroom observations, adherence of instructional policies, and classroom management.

- c. **Full-Time Staff:**

- 1) Annual evaluation of full-time supervisors includes additional supervisory related items such as supervisor leadership and employee management.

- d. **Performance Reviews for New Full-Time Hires:** Full-time employees hired between July 1 and December 1 of the current performance evaluation cycle will receive a performance evaluation. Employees hired between December 1 and June 30 of the current performance evaluation cycle will not receive a performance evaluation until the next performance evaluation cycle.

- e. **Use of a Performance Improvement Plan During an Evaluation:** Performance evaluations with an overall score evaluation of "Does Not Meet Expectations" requires the completion and implementation of a Performance Improvement Plan (PIP).

- f. **Evaluations During a Leave of Absence:** Employees will not be evaluated while off work due to a leave of absence. If an employee is on a leave of absence when their evaluation is due, the employee will be given an evaluation upon return from leave.

- g. **No Guarantee of Future Employment:** Receipt of a satisfactory performance evaluation will not constitute an assurance of continuing employment.

- 3. **Performance Improvement Plan (PIP):** The purpose of the Performance Improvement Plan (PIP) is to help supervisors and employees address and resolve performance or behavioral issues through a documented review process.

- a. **Use of a PIP:** A Performance Improvement Plan (PIP) may be used as part of the disciplinary process due to concerns with performance and/or behavior. WCCS reserves the right to implement progressive discipline at any step in the Performance

Improvement Plan (PIP) process if evidence supports the employee is not meeting satisfactory progress or if the employee's performance and/or behavior is such that discipline is warranted.

- b. **PIP Structure:** A PIP is a structured communication tool designed to facilitate constructive discussion between the employee and the Supervisor. An effective PIP will accomplish the following:
- Specifically identify the performance to be improved or the behavior to be corrected;
 - Provide clear expectations and metrics about the work to be performed or behavior that must change;
 - Identify the support and resources available to help the employee make the required improvements;
 - Establish a plan, with an identified time frame, for reviewing the employee's progress and providing feedback to the employee for the duration of the PIP; and
 - Specify possible consequences if performance standards as identified in the PIP are not met.
- c. **Common uses for the PIP:**
- To correct workplace behaviors affecting performance, productivity, or staff relationships;
 - To document a training or mentoring plan as part of an annual review; and
 - To provide employees an opportunity to correct a situation rather than implementing a more serious step in the corrective action process.

A basic principle with all performance management efforts is the notion that taking action early is better than waiting. If an employee is placed on a PIP, both the employee and supervisor should meet regularly to discuss progress. The desired goal of any improvement plan is to prevent performance issues from getting worse and to retain the employee as a valuable member of the WCCS community.

- d. **Retention of Performance Improvement Plan (PIP):** Refer to the Employee Discipline Policy.

Procedure(s):

Performance Evaluations Procedures



1. **Course Evaluations (Full-Time and Part-Time (Adjunct) Instructors):** Student course evaluations are completed by students at the end of each term and are deployed separately from the NEOED Annual Performance Evaluation cycle.
2. **Annual Performance Evaluations (Full-Time Employees):** All full-time employees are to have an annual performance evaluation conducted by their immediate supervisor. Performance Evaluations are consistent with ACCS policy and are conducted in NEOED Perform. The evaluation documents the employee's performance as demonstrated during the prior year. Annual Performance Evaluation Procedures include the following:

- a. Supervisor receives a Task notification email from NEOED Perform to begin the Evaluation Cycle.

NOTE: The supervisor (in collaboration with the employee) may enter goals or assign the employee task(s) in NEOED Perform. Goals for the upcoming year may be aligned with the College's strategic objectives.

- b. Supervisor completes the Evaluation Rating Section of the NEOED Perform evaluation for each direct report by due date.
- c. The After Ratings section is completed by the following individuals (see example from NEOED below):
 - 1) Manager's manager reviews and signs the evaluation.
 - 2) Manager (aka Supervisor) reviews and signs the evaluation.

After Ratings

			Approval & Signature Manager's Manager	Step Due Date 0 Days before Evaluation due date	Step is required Yes
			Approval & Signature Manager	Step Due Date 0 Days before Evaluation due date	Step is required Yes

- d. The supervisor schedules individual performance evaluation meetings with each employee to review and discuss the employee's performance evaluation.
- e. The employee acknowledges the evaluation. If an employee refuses to sign the evaluation, it will be noted on the evaluation.
- f. The final signed Performance Evaluation Form is placed in the employee's personnel file.
- g. If an employee disputes the performance appraisal, then the employee may submit a written statement detailing their position to be attached to their final performance appraisal.

Performance Improvement Plan (PIP) Procedures

1. When a performance and/or behavior issue arises, the supervisor must define the performance or behavior problem by the following:
 - a. Identifying each performance or behavior issue that requires improvement. Each issue must be identified in a separate statement.

- b. Each statement(s) must be supported by appropriate documentation or by providing specific examples to identify areas of improvement.
2. The supervisor discusses the concern with their immediate supervisor and the Human Resources Office prior to placing an employee on a performance improvement plan (PIP).
3. After approval of the Human Resources Office and their immediate supervisor, the supervisor completes the Performance Improvement Plan (PIP) Form. The PIP must include the following:
 - a. Defining the task, skills and/or behaviors where improvement is required including details of incidences of performance and/or behavioral issues;
 - b. Establishing the priorities of the areas requiring improvement including the 1) frequency of the occurrence(s), 2) relationship to all aspects of the position, and 3) further consequences if objectives are not met; and
 - c. Identifying the standards upon which performance will be measured for each area requiring improvement ensuring that expectations are both reasonable and attainable.
4. The supervisor meets with the employee and describes the performance along with examples as evidence. The meeting includes the discussion of the following:
 - a. Performance and/or behavior issues identified;
 - b. An appropriate action plan that specifies how the performance and/or behavior standards will be met;
 - c. Specific training and any other resources or support that will assist the employee to meet the standards;
 - d. Short- and long-range goals and timetables for accomplishing change in performance/behavior with the employee that are reasonable and attainable. Review dates that includes:
 - Monitoring goals by employee and supervisor;
 - Measurement of performance against the established standards;
 - Documented results of each meeting.
5. Supervisor conducts a final evaluation of the Performance Improvement Plan (PIP) at the end of the time period established in the PIP. The supervisor includes final comments in the PIP documentation including the following:
 - a. The status of the PIP (successfully completed, adjustments to the plan, extension of deadlines, consequences implemented if PIP expectations were not met); and
 - b. If conditions of PIP are met, the supervisor notifies the employee of the status.
 - If met, the employee should be notified and removed from the plan.
 - If not met, the supervisor will proceed in the following manner:
 - ✓ Continue the existing plan.

- ✓ Amend or extend parts of the plan.
- ✓ Apply corrective action following the procedures of the Employee Discipline Standard Operating Procedure (SOP).

6. The supervisor supplies the Human Resources Office with a copy of the PIP and all supporting documentation.

Additional Provisions / Information:

Refer to the Employee Discipline Policy.