Performance Appraisal Procedure

Purpose

The purpose of performance appraisals is to ensure quality performance, to retain qualified employees, and to facilitate the communication of expectations between supervisors and employees. An appraisal offers supervisors and reports the opportunity to discuss current performance deficiencies (if any), relevant future goals, career goals, and career advancement goals. Comparisons are only to be made between the employee’s performance and the current job description on file in Human Resources. This annual process is not intended to replace or supervene regular, constructive, communication between employee and the supervisor in regard to overall work performance.

The responsibilities of the employee during the appraisal process include:

- Understanding the responsibilities of the position
- Understanding the expectations of the supervisor
- Maintaining open and candid communication
- Exploring ways to do the job better
- Providing feedback to the supervisor regarding his/her support for the employee

The responsibilities of the supervisor during the evaluation process include:

- Providing support and guidance so the employee is able to perform to his/her fullest
- Keeping notes throughout the year regarding the employee’s performance in order to give the employee specific feedback in the appraisal (The supervisor should give praise and address concerns as they arise)
- Creating an atmosphere where both parties can dialogue candidly
- Requesting feedback on how to be a more effective supervisor

Procedure

1. An Employee Performance Appraisal form will be completed for each annually appointed employee and coincides with the college’s fiscal year (July 1st – June 30th).

2. During the review period:
   
   a. The employee and supervisor will communicate formally and informally as needed. Supervisors should record, in writing, the topics discussed during such performance discussions as a memo of record.

   b. The employee and his or her supervisor should review the employee’s performance objectives periodically to check on progress.

3. At the end of the review period, the employee receives an overall performance assessment.

   a. Self-Evaluations: Self-evaluations are an optional component of the Review process. Division deans will determine whether or not to employ self-evaluations in their respective division. If they are used, they must be division-wide, not assigned to specific employees. If self-evaluations are used, the employee will evaluate his or her own job performance and provide a copy to the supervisor for consideration in the performance
appraisal. Supervisors should distribute self-evaluations to their full-time direct reports and provide a due date to submit back to the supervisor.

b. Supervisors must complete an Employee Performance Appraisal form for each annually appointed employee.

c. Prior to the discussion with the employee, the supervisor’s supervisor should be briefed if the employee’s overall rating is “does not meet expectations.”

d. The supervisor will conduct an appraisal review with the employee. Both will sign the form and may write comments.

e. The supervisor will retain an electronic/paper copy and provide a copy to the employee of the completed, signed appraisal.

f. Once all appraisals are completed, the supervisor will forward the completed Evaluation Status Report and original Employee Performance Appraisals to the Human Resources office for filing by the deadline listed in section 14.

4. During the Employee Performance Appraisal review, the employee and supervisor will review the employee’s job description and establish individual performance objectives and/or goals for the next review period.

a. The job description should be updated, as needed, by the supervisor with input from the employee and signed by both the supervisor and employee. The appropriate senior administrator will review and approve the updated job description. Human Resources will receive the approved job description for any further review and for updating the records of the college.

b. The supervisor, with input from the employee, will establish individual performance objectives and/or goals for the employee.

1) At least three objectives should be established and written using S.M.A.R.T goal criteria.
   a) Specific
   b) Measurable
   c) Attainable
   d) Relevant
   e) Time Bound

2) One objective may be directed toward personal growth and/or individual work assignments.

3) All should support the college initiatives and institutional strategic goals.

5. If an employee changes supervisors and has worked for the current supervisor for at least ninety days (90), a performance appraisal will be completed according to the end of the review period procedures (see section 3 and 4).
6. Employees reporting to more than one supervisor should have an Employee Performance Appraisal completed by one supervisor. The supervisors will determine the appropriate individual to complete the Appraisal.

7. **For Staff:** Employee will assist the supervisor in identifying a representative sample of internal/external raters (2-5) to provide 360° feedback, and a third party to compile evaluation results. Employee will work with Direct Supervisor and/or division dean on selected individuals.
   
a. Employee distributes evaluation forms and Essential Job Functions from the job description. *(see PCC webpage for EED forms)*
   
b. Third party processes the surveys and forwards assessment summary to employee and supervisor prior to the Annual Evaluation Conference.
   
c. 360° feedback evaluations will be completed every three years beginning with the 2015-2016 review period.

**For Faculty:** Confirm that appropriate class sections have evaluated the instructor, and the evaluation results will be available to employee and supervisor prior to the scheduled Annual Evaluation Conference.

8. Students will evaluate full-time faculty at least once per year. Student evaluations will be taken into account by faculty supervisors when completing the Employee Performance Appraisal. Please refer to the Employee Manual.

9. Supervisors or designees will conduct at least one classroom observation of full-time faculty every one-two years using the Faculty Teaching Observation form and include a copy of the same with the annual performance appraisal if observed during that annual period.

   Supervisors should also consider the quality of faculty members’ course sites and a review of online components as part of the appraisal process.
   
a. Classroom observations may be used to document performance appraisal requirements for part-time faculty instructors in lieu of using the full-time appraisal form.
   
b. For faculty teaching solely online, supervisors will evaluate the course web sites as part of the appraisal.

10. If an employee receives an overall “does not meet expectations” rating on his or her annual performance appraisal, a “Performance Improvement Plan” (PIP) - *(see PCC webpage for EED forms)* must be prepared with the HR Director and attached to the signed appraisal documenting the expected changes needed to improve performance or behavior.

   a. The PIP may also be used any time an employee’s performance or behavior fails to meet the supervisor’s expectations. PIP forms must be approved by the appropriate Vice President prior to submission of the “does not meet expectations” appraisal and accompanying PIP to the Human Resources office for inclusion in the personnel file.
b. If the employee does not make the expected performance or behavior improvements within a specified time period, the employee may be further disciplined in accordance with policies and procedures of the college. **The employee should, at all times, be aware of poor performance prior to the official evaluation through regular communication with their supervisor.**

11. For all new annually appointed employees a formal performance appraisal will be conducted near the end of the ninety-day (90) probationary period. Supervisors are always responsible for the continuous appraisal of employees’ performance, especially during the first year of employment.

12. For part-time faculty, supervisors or designees will conduct at least one classroom observation per year and at least one student evaluation of faculty per semester. Annually appointed part-time staff should be appraised using the full-time appraisal form. For all new part-time faculty, classroom observations and feedback should be conducted during the initial semester of employment.

13. All appraisals and observations shall be kept confidential.

14. The review period shall begin at the beginning of the fiscal year or at the time employment begins (new employees). The review period shall end at the time the supervisor shares the Employee Performance Appraisal with the employee.

   c. All nine (9) and ten (10) month faculty should be evaluated no later than May 30th.

   d. All twelve (12) month faculty and staff should be evaluated no later than June 30th.

The Employee Performance Appraisal and Evaluation Status Report must be received in the Human Resource office no later than July 15th for all staff and faculty.