

## CP – 2.11.1

### EMPLOYEE PERFORMANCE APPRAISALS

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*Related Board of Trustees Policy: BP 2.11*

*OPR: Vice President for Administration*

*Approved: April 14, 2020 (reviewed September 2, 2020)*

*Previous Editions: none*

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#### **EMPLOYEE PERFORMANCE APPRAISALS**

Each permanent (full time and part time) College employee receives, from their immediate supervisor, an annual written appraisal of job performance. This appraisal is the capstone component of a continuous performance feedback process that takes place between the supervisor and employee throughout the year. This feedback process is also expected to take place between supervisors and temporary employees, including adjunct instructors, however, the annual written appraisal is not required. In addition, probationary employees receive a written appraisal at the end of the six month probationary period (see College Procedure 2.12.1). Written appraisals also serve as the documentary basis for supervisor recommendations for contract renewal (see College Procedure 2.21.1) and successful completion of probationary periods.

The Executive Director of Human Resources manages the Employee Performance Appraisal process. The annual process is initiated by publication of the annual revision of the *Supervisor's Guide to Performance Management* in February, describing the process and supervisory responsibilities in detail. A summary of the process and timeline is depicted in the table below:

February	Human Resources publishes <i>Supervisor's Guide to Performance Management</i>
March	Employees complete an <i>Employee Self Evaluation</i> and submit to supervisor
2 <sup>nd</sup> week of April	Supervisors complete the <i>Staff or Faculty Performance Appraisal</i> and meet with employee to discuss
3 <sup>rd</sup> week of April	Supervisors forward completed appraisals to second level supervisor for review
4 <sup>th</sup> week of April	Second level supervisors submit reviewed appraisals to respective Vice President for approval
1 <sup>st</sup> week of May	Vice Presidents forward appraisals to Human Resources with recommendations for contract renewals

#### **Associated Handbooks and Forms**

- *Supervisor's Guide to Performance Management Handbook*
- 2.11.1a. *Employee Self Evaluation* form
- 2.11.1b. *Staff Performance Appraisal* form
- 2.11.1c. *Faculty Performance Appraisal* form
- 2.11.1d. *Abbreviated Performance Appraisal* form (2019-20 cycle only)

**EMPLOYEE INFORMATION**

Employee Name: \_\_\_\_\_ Title: \_\_\_\_\_

Supervisor: \_\_\_\_\_ Title: \_\_\_\_\_

Appraisal Type: \_\_\_\_\_ Appraisal Period: \_\_\_\_\_ TO \_\_\_\_\_

The Self Evaluation Form is an integral part of Craven Community College’s Performance Management Program and is designed to promote continuous improvement in the job performance of employees and foster communication between supervisors and employees. The Employee Self Evaluation is your opportunity to outline your accomplishments and concerns and is a tool for you to outline areas of growth that you would like to achieve. Once complete, the Self Evaluation Form should be forwarded to your supervisor.

**EMPLOYEE SELF-EVALUATION SUMMARY STATEMENT**

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

\_\_\_\_\_  
Date

**EMPLOYEE SELF-EVALUATION FOR PERFORMANCE APPRAISAL INSTRUCTIONS**

*This form may be hand-written or electronically completed. (Comment section is expandable.)*

You will be meeting with your supervisor to discuss your performance over the past evaluation period and to form plans for developing your potential as an employee. Your input is a very important part of this meeting. You can prepare for the meeting and help your supervisor to address your concerns by completing the Self Evaluation Form.

***An effective self-evaluation will answer the following questions:***

- What do you consider to be your most important accomplishments on the job since your last review?
- What questions do you have concerning what is expected of you on the job?
- What steps could you take to improve your job performance?
- Are there any training courses or assignments you feel would increase your ability to do your job?
- What are your career goals?
- How will you incorporate CCC's values into your work and/or department?

You may also wish to outline any accomplishments, awards, or activities over the past review period that might give a more complete picture of your strengths and abilities.

Once complete, the Self Evaluation Form should be forwarded to your supervisor.

Your supervisor will review your completed Self Evaluation Form and discuss the contents of the form with you. It will be stapled to the completed Performance Appraisal Form and forwarded to Human Resources for your personnel file.

**EMPLOYEE INFORMATION**

Employee Name:  Title:

Supervisor:  Title:

Appraisal Type:  Appraisal Period:  TO

A. BEHAVIORS FOR SUCCESS	O	G	N	U	n/a
1. Demonstrates commitment to service; offers assistance, support and feedback to internal customers					
2. Represents the College to external audiences as appropriate					
3. Forms and maintains positive working relationships					
4. Demonstrates a commitment to the mission of the College and work unit					
5. Demonstrates and promotes workplace safety					
6. Demonstrates receptiveness to new ideas and approaches; offers constructive solutions to making effective changes					
7. Seeks and takes advantage of learning and professional development opportunities					
8. Accepts personal accountability for own work, words and actions; initiates corrective action as required					
9. Exercises confidentiality in all aspects of work					
10. Maintains appropriate attendance					

B. CORE COMPETENCIES THAT DRIVE PERFORMANCE	O	G	N	U	n/a
1. Demonstrates effective application of the knowledge, skills and abilities specific to job					
2. Adheres to College and departmental policies and procedures					
3. Work product is timely and accurate					
4. Sets appropriate goals; prioritizes tasks and efficiently accomplishes them					
5. Keeps supervisor informed on issues, needs and operations within areas of responsibility					
6. Demonstrates decision-making skills appropriate for position					
7. Performs job duties with minimal supervision					

C. SUPERVISORS ONLY	O	G	N	U	n/a
1. Fosters a respectful, effective and trusting work environment					
2. Manages employee performance throughout the year, providing frequent feedback					
3. Consistently follows best personnel practices in the management of employees					
4. Empowers others to make decisions and suggest changes; delegates authority appropriately					
5. Addresses conflict and brings to a constructive conclusion					
6. Invites and accepts constructive feedback					
7. Uses resources efficiently					

#### D. OVERALL EMPLOYEE PERFORMANCE

Considering information from all sections of the appraisal, select the best description of the employee's performance during this appraisal period.

- ☐ **Outstanding Performance.** Consistently exceeds the performance requirements of the position.
- ☐ **Good Performance.** Meets the performance requirements of the position. Employee is performing job at an acceptable level; meeting the expectations of the position and the unit.
- ☐ **Needs Development.** Meets some of the performance requirements of the position.
- ☐ **Unsatisfactory.** Does not meet the performance requirements of the position.

#### E. SUPERVISOR RATING COMMENTS

#### F. GOAL SETTING AND PROFESSIONAL DEVELOPMENT RECOMMENDATIONS

#### G. EMPLOYEE COMMENTS

I understand that my signature indicates that I have read and discussed this evaluation with my supervisor and received a copy. My signature does not necessarily reflect my agreement to the details of this evaluation. If I disagree with any part of this evaluation, I understand that I may provide additional documentation to that effect.

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

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

On the date indicated herein, I reviewed this Employee Performance Appraisal.

\_\_\_\_\_  
Second Level Review Signature

\_\_\_\_\_  
Date

## STAFF PERFORMANCE APPRAISAL INSTRUCTIONS

*This form may be hand-written or electronically completed. (Comment sections are expandable.)*

**The purpose of the CCC Staff Performance Appraisal process is to promote continuous improvement in the job performance of all employees.** The employee should complete **Self Evaluation Form** to assess their performance over the course of the review period. Once complete, the Self Evaluation Form should be forwarded to the supervisor.

**Prior to engaging the annual employee performance appraisal process, supervisors should review the job description with the employee to ensure it is current and relevant. If it is not, the job description should be updated and filed with Human Resources.**

**Supervisors should conduct mid-evaluation cycle meetings with employees. Information from this meeting should be taken into consideration when reviewing and evaluating performance.**

**SECTION A:** Applies to all employees.

**SECTION B:** Applies to all employees.

**SECTION C:** Applies to supervisors only.

**SECTION D:** Applies to all employees.

Use the following rating system for Sections A-D:

<b>(O) OUTSTANDING PERFORMANCE.</b> Consistently exceeds the performance requirements of the position. Supervisor comments in Section E are required.
<b>(G) GOOD PERFORMANCE.</b> Meets the performance requirements of the position. Employee is performing job at an acceptable level; meeting the expectations of the position and the unit. Supervisor comments in Section E are optional.
<b>(N) NEEDS DEVELOPMENT.</b> Meets some of the performance requirements of the position. Comments by the supervisor are required in Section E. Subsequent achievement of satisfactory performance must be documented in the next appraisal. Performance identified as “needs development” on consecutive appraisals should be documented as “unsatisfactory.”
<b>(U) UNSATISFACTORY.</b> Does not meet the performance requirements of the position. Comments by the supervisor are required in Section E. Supervisor and employee will develop a Performance Improvement Plan (PIP) to address deficiencies and document a 30-day review cycle throughout the duration of the PIP. Continued unsatisfactory performance may warrant further review under College Procedure 2.9.1.
<b>(n/a).</b> Unable to determine a rating due to lack of evidence or support to give an appropriate rating.

**SECTION E: Supervisor Rating Comments:** Supervisor includes required or optional comments that correspond to a given performance rating. Comments should begin with a reference citation of the rating category, and should be specific to support the rating. For example,

- (A.10) *“Employee was late for work seven times without an acceptable excuse.”*
- (B.3) *“Employee consistently and accurately computes, inputs and issues contracts for instructors, outside organizations and part-time staff employees.”*

**SECTION F:** Supervisor may optionally add goals or professional development recommendations. Ideally, the supervisor should collaborate with the employee in advance of the appraisal to agree upon these and to create a plan of action.

**SECTION G:** Employee may optionally add comments regarding supervisor’s performance ratings.

### SIGNATURES:

- The supervisor and employee sign and date the appraisal.
- The completed appraisal is reviewed by the second level supervisor and forwarded to HR.

## EMPLOYEE INFORMATION

Employee Name:  Title:

Supervisor:  Title:

Appraisal Type:  Appraisal Period:  TO

A. SUCCESSFUL INTERPERSONAL COMPETENCIES	S	U	N/A
Exhibits a commitment and responsibility to the mission of the College			
Exhibits a commitment and responsibility to our students, staff, and fellow faculty			
Exhibits a commitment and responsibility to College-related community events as required			
Exhibits personal accountability, integrity, trustworthiness, and reliability			
Utilizes verbal and written communication skills to clearly, concisely, and accurately communicate with staff, faculty, and other College partners			
Works cooperatively with College team members as well as partners of the college			
Receptive to new ideas and approaches			
Provides constructive solutions to challenges and implements changes			
Completes job responsibilities and assigned tasks in a timely manner			
Maintains confidentiality requirements as necessary			
Exhibits willingness to attend professional development			
Exhibits sound judgment and decisiveness			

B. CORE PEDAGOGICAL COMPETENCIES	S	U	N/A
Maintains appropriate environment for learning			
Manages class time efficiently and effectively			
Engages students in subject matter			
Ensures instruction is current, relevant to the field of study, and supports established course and program learning outcomes			
Effectively uses available resources			
Effectively applies knowledge and skills specific to teaching in assigned discipline			
Provides a variety of course delivery methods			
Provides a variety of course assessment methods			
Utilizes current technology in the classroom			
Adapts to a variety of learning preferences to facilitate successful student achievement			
Utilizes verbal and written communication skills to clearly, concisely, and accurately communicate with students			
Assists with student issues and conflict resolution			
Completes, submits, and maintains required class records in a timely manner			
Meets student needs via office hours and email			
Maintains safety standards in the classrooms and labs as required			

### C. OVERALL PERFORMANCE

Considering information from all sections of the appraisal, select the best description of the employee's performance during this appraisal period.

- ☐ **S – Satisfactory.** Employee's performance consistently meets all expectations, with only rare exception.
- ☐ **U - Unsatisfactory.** Performance does not meet expectations as detailed by supervisor in Section D. Supervisor will develop a Performance Improvement Plan (PIP) to address deficiencies and document a review cycle throughout the designated duration of the PIP. Continued unsatisfactory performance may warrant further review under College Procedure 2.9.1.

### D. SUPERVISOR RATING COMMENTS (MANDATORY)

### E. GOAL SETTING AND PROFESSIONAL DEVELOPMENT RECOMMENDATIONS (MANDATORY)

### F. FACULTY MEMBER COMMENTS (OPTIONAL)

I understand that my signature indicates that I have read and discussed this evaluation with my supervisor and received a copy. My signature does not necessarily reflect my agreement to the details of this evaluation. If I disagree with any part of this evaluation, I understand that I may provide additional documentation to that effect.

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

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

On the date indicated herein, I reviewed this Employee Performance Appraisal.

\_\_\_\_\_  
Second Level Review Signature

\_\_\_\_\_  
Date

## FACULTY PERFORMANCE APPRAISAL INSTRUCTIONS

*This form may be hand-written or electronically completed.*

**The purpose of the CCC Faculty Performance Appraisal process is to promote continuous improvement in the job performance of all faculty members.** The faculty member should complete a **“Self-Appraisal”** to self-assess their performance over the course of the review period. Once complete, the Self-Appraisal should be forwarded to the appropriate supervisor.

**Prior to engaging the annual employee performance appraisal process, supervisors should review the job description with the employee to ensure it is current and relevant. If it is not, the job description should be updated and filed with Human Resources. In the event faculty are serving in multiple capacities, comments regarding performance in each capacity should be added in Section D.**

**Supervisors should conduct mid-evaluation cycle meetings with faculty. Information from these meetings should be taken into consideration when reviewing and evaluating performance.**

**SECTION D – Supervisor Rating Comments:** Supervisors must provide comments that correspond to the performance rating. Comments should be specific to support the rating awarded.

**SECTION E – Goal Setting:** Supervisors must provide the faculty member with specific goals and professional development recommendations. Ideally, the supervisor should collaborate with the employee in advance of the appraisal to agree upon these and to create a plan of action.

**SECTION F – Faculty Member Comments:** Faculty member may provide comments regarding supervisors' performance ratings and/or suggestions to update the Job Description.

### **SIGNATURES:**

- The supervisor and employee sign and date the appraisal.
- The completed appraisal is reviewed by the second level supervisor and forwarded to the Vice President.

**EMPLOYEE INFORMATION**

<b>Employee Name:</b>	<input type="text"/>	<b>Title:</b>	<input type="text"/>
<b>Supervisor:</b>	<input type="text"/>	<b>Title:</b>	<input type="text"/>
<b>Appraisal Type:</b>	<input type="text" value="Annual"/>	<b>Appraisal Period:</b>	<input type="text" value="July 2019"/> <b>TO</b> <input type="text" value="June 2020"/>

Due to the impact of the COVID-19 pandemic, the College's Executive Leadership Team has approved an abbreviated Annual Performance Evaluation option for the 2019-20 academic year. Supervisors and supervisees may elect to complete the annual evaluation process using this form.

The supervisor and employee mutually agree to an abbreviated annual evaluation.

Supervisor appraises employee job performance during the 2019-2020 academic year as:

☐ **S – Satisfactory.** Employee's performance consistently meets or exceeds all expectations. Supervisor recommends an employment contract be offered for the 2020-2021 academic year.

The Abbreviated Performance Appraisal may not be used when performance does not meet one or more expectations as defined in the employee's job description.

Employee:	<input type="text"/>	Date:	<input type="text"/>
Supervisor:	<input type="text"/>	Date:	<input type="text"/>
Vice President:	<input type="text"/>	Date:	<input type="text"/>