

EMPLOYEE PERFORMANCE
MANAGEMENT AND EVALUATION

DLA
(REGULATION)

The Chancellor or a designee is responsible for ensuring that systematic management and evaluation of all full-time faculty, staff, and administrators occurs annually in accordance with this procedure.

Goal Setting

The College District understands goal setting to be foundational to performance. Therefore, to ensure employees have the necessary tools to succeed in their roles, each full-time staff, administrator and faculty member shall establish and measure annually their progress toward individual goals that not only support the objectives of their department and position, but also align with and contribute to the overall mission and priorities of the College District and the goals and objectives established for the Chancellor for that fiscal year.

The Chancellor or a designee shall develop guidelines to support the goal setting process for each of the College District's respective employee groups subject to this regulation.

**Performance
Evaluation**

The College District will provide employees with appropriate notice of the timeline for performance evaluations and all related policies and procedures to be used in the performance evaluation process.

**Full-Time Faculty
Evaluation**

The purpose of faculty evaluation is to:

1. Assess the quality and effectiveness of the performance of each member of the faculty;
2. Assist faculty in diagnosing problem areas and in planning relevant improvement programs;
3. Provide a basis for making recommendations concerning reclassification or advancement on the salary schedule, contract renewal, multi-year contracts, nonrenewal, and termination; and
4. Improve instruction.

Review Cycle

The annual performance review cycle for full-time faculty will correspond with the College District academic year.

The College District will evaluate the performance of new full-time faculty members by the end of the spring semester of the first academic year in which they begin their full-time teaching assignment. Thereafter, the College District will conduct the annual performance for full-time faculty each fall semester, with the evaluation representing a review of a faculty member's performance in the prior academic year.

EMPLOYEE PERFORMANCE
MANAGEMENT AND EVALUATION

DLA
(REGULATION)

The annual performance review cycle will also include the following activities designed to provide a holistic view of a faculty member's performance, competency, and growth opportunities:

1. One-on-ones between faculty members and their supervisor;
2. Teaching evaluation (class visits);
3. End-of-course survey results;
4. Service to the College District and community; and
5. Professional development and growth.

Criteria for Evaluation
of Full-Time Faculty

The College District will ensure that the following requirements are met in the evaluation of its faculty personnel:

1. The vice provost, deans, chairs, and other immediate supervisors of faculty (collectively, Evaluators) will be jointly responsible for ensuring that evaluation procedures are systematic, documented, provide a sound basis on which to determine performance and to prepare recommendations for whether a contract is renewed, or whether a multi-year contract will be awarded.
2. Responsibility for evaluation rests primarily with the faculty member's direct supervisor. In order to maintain consistency in evaluative procedures, Evaluators will follow prescribed College District Guidelines for Comprehensive Faculty Evaluation.
3. Evaluation procedures will require regular meetings between faculty and supervisory personnel at a frequency that is sufficient to provide an accurate evaluation of faculty performance. Such sessions will result in written reports concerning the faculty member's strengths and recommendations for growth and/or improvement, as necessary, based on the requirements of the faculty job description, College District standards of conduct, and other duties and responsibilities attendant to the position of faculty, as may be applicable.

**Evaluation of Full-
Time Staff and
Administrators**

The purpose of the performance evaluation for staff and administrators is to:

1. Set job expectations and corresponding goals;
2. Measure individual performance related to goals;
3. Achieve individual employee improvement through constructive feedback; and

EMPLOYEE PERFORMANCE
MANAGEMENT AND EVALUATION

DLA
(REGULATION)

4. Achieve organizational improvement.

Review Cycle

The annual performance review cycle for full-time staff and administrators will correspond with the College District fiscal year and will consist of the annual performance evaluation. The review cycle for new staff may also include the initial Introductory Period Evaluation.

Introductory Period
Evaluation

Provided the Introductory Period does not coincide with the annual performance review cycle, supervisors will conduct two performance review meetings (one at 30 days and another at 60 days) with new staff employees during the 60-day Introductory Period for the purpose of reviewing, providing feedback, setting goals, and requesting input from new employees regarding their performance. Introductory Period Evaluations will be completed in advance of each performance review meeting using the Introductory Period Evaluation instrument. If the Introductory Period coincides with the annual performance review cycle, only the Introductory Period Evaluation is required. Reviews will focus on overall job knowledge and performance standards and the completion of required compliance training, and will cover such areas as quality and quantity of work, behaviors, accountability, dependability, and effectiveness in working with and serving people.

Criteria for Evaluation
of Full-Time Staff and
Administrators

The College District will ensure that the following requirements are met in the evaluation of staff and administrators:

1. Supervisors will be responsible for coaching and evaluating employees under their supervision on an ongoing basis and ensuring that evaluation procedures are systematic, documented, and detailed enough to provide a sound basis on which to determine performance and to prepare recommendations for whether a contract is renewed, or whether a multi-year contract will be awarded. All full-time staff and administrators must be evaluated at least once per fiscal year.
2. Annually supervisors will complete a formal evaluation of each employee under their supervision. The evaluation will include, but is not limited to, establishing performance goals, assessing the employee's performance against the requirements of the employee's job description, reviewing employee's required compliance training completion, discussion of expectations and performance outcomes, and completion of the College District evaluation instrument. Supervisors may also employ additional tools for performance management in the evaluation of employees, including but not limited to one-on-one meetings/check-ins between supervisor

EMPLOYEE PERFORMANCE
MANAGEMENT AND EVALUATION

DLA
(REGULATION)

and employee, goal setting, mentoring and 360-degree feedback. Supervisors will follow prescribed College District procedures for evaluation.

3. Evaluation procedures will include an employee self-evaluation to be completed by the employee. The self-evaluation will assess the employee's performance against the requirements of the employee's job description and established competencies, and provide a fair and comprehensive review of the employee's progress and accomplishments since the last review cycle.

The results of the employee self-evaluation and supervisor evaluation will result in written reports that reflect the effective and positive aspects of the employee's performance, as well as any identified areas for improvement.

Self-Evaluation

Evaluation procedures for full-time faculty, staff, and administrators will include an employee self-evaluation to be completed by the employee. The self-evaluation will assess the employee's performance against the requirements of the employee's job description and established competencies and provide a fair and comprehensive review of the employee's progress and accomplishments since the last review cycle.

Evaluation Reports

The results of the employee self-evaluation and supervisor evaluation will result in written reports that reflect the effective and positive aspects of the employee's performance, as well as any identified areas for improvement.

**Performance Rating
Categories**

The following descriptive performance rating categories will be used to measure employee performance within the College District evaluation system:

- "(1)-Consistently Exceeds Expectations." Performance consistently exceeds expectations if the employee's contributions significantly and consistently surpass expectations and requirements of the position based on established success criteria and behavioral competency standards.
- "(2)-Consistently Meets Expectations." Performance consistently meets expectations if the employee consistently meets the expectations and requirements of the position based on established success criteria and behavioral competency standards. Contributions occasionally exceed expectations.
- "(3)-Partially Meets Expectations." Performance partially meets expectations if the employee only partially meets the

EMPLOYEE PERFORMANCE
MANAGEMENT AND EVALUATION

DLA
(REGULATION)

expectations and requirements of the position based on established success criteria and behavior competency standards. Some improvement in performance is required to fully meet the expectations of the position.

- “(4)-Does Not Meet Expectations.” Performance does not meet expectations if the employee performs below the expectations and requirements of the position based on established success criteria and behavioral competency standards. Significant improvement in performance is required to fully meet the expectations and requirements of the positions.

Performance ratings and evaluation commentary will be based on observable, measurable, job-related performance outcomes.

If the results of the evaluation indicate that improvement is necessary, Human Resources will work with the employee and the employee’s supervisor to address and/or correct the employee’s performance.

Evaluation Records

Unless otherwise provided by College District policy, all employee evaluations conducted in accordance with this procedure will be shared with the employee, the first- and second-level supervisors and signed by both the employee and the employee’s supervisor. Copies of the signed evaluation will be distributed to the employee and the employee’s immediate supervisor. Human Resources will store copies of the evaluation in the employee’s personnel file. If an employee transfers to a new position within the College District, a copy of the employee’s most recent employee evaluation may be forwarded to the employee’s new supervisor. Evaluation records, including any appeals and the outcomes of same, will be stored in accordance with College District retention policies.

Evaluation Appeals

College District supervisors should endeavor to communicate openly and honestly with employees about position expectations, requirements, and behavioral competencies. Continuous supervisor feedback ensures employees are not under a false impression regarding their performance. Any concerns or reservations regarding an employee’s performance must be communicated and documented as part of the evaluation process. Should an employee and supervisor disagree regarding the outcome of the annual performance evaluation, the employee may elect to do one of the following:

1. File a rejoinder: Employees may submit a written statement in response to the employee evaluation that explains why the employee disagrees with the results of the evaluation. Rejoinders must be submitted within five business days of the

EMPLOYEE PERFORMANCE
MANAGEMENT AND EVALUATION

DLA
(REGULATION)

date the evaluation is received by the employee. Rejoinders may be filed on any element of the employee evaluation.

2. Request an Appeal: Employees may appeal the outcome of the supervisor's evaluation.

Only an overall performance rating of "Does Not Meet Expectations" may be appealed. An employee may not appeal a rating of "Does Not Meet Expectations" on any sub-element of an employee evaluation. Employees should attempt to resolve such disagreements through discussion with the supervisor. If the employee and supervisor are unable to reach a resolution regarding a sub-element of the employee's evaluation, the employee may submit a rejoinder.

An employee may appeal an overall performance rating of "Does Not Meet Expectations" based on any of the following grounds:

1. Inadequate Consideration: Employee's supervisor did not give proper credit for work performed by the employee; and/or
2. Inaccurate Facts: The facts the employee's supervisor relied on to render the evaluation are demonstrably incorrect. The employee bears the burden of showing the inaccuracy of the supervisor's facts. Mere disagreement with a supervisor's comments or opinions will not be considered sufficient grounds for appeal of an employee evaluation.

Appeals based on allegations that the employee's performance rating is based on impermissible grounds such as discrimination, harassment, or retaliation will not be considered under this procedure. Employees alleging such impermissible grounds must use the College's grievance procedure. [See DGBA]

**Time Limitations and
Presentation**

An appeal of an employee evaluation must be handled with "reasonable promptness" both in submission and in processing. Unless otherwise stated in this procedure, "reasonable promptness" means a maximum of ten business days; however, where extenuating circumstances exist, the time may be extended by agreement of both parties. An extenuating circumstance may include, but is not limited to, an employee or supervisor's authorized absence due to illness or business travel. If an employee does not file the appeal within ten business days, the performance rating is considered final.

Appeals must be made in writing and include, in detail, the basis for the appeal as well as any supporting documentation the employee deems relevant to the College District's review of the appeal.

EMPLOYEE PERFORMANCE
MANAGEMENT AND EVALUATION

DLA
(REGULATION)

Employees must appeal in writing to the Chief Human Resources Officer or a designee for distribution to the "Reviewing Official," who may be one of the following:

1. Chief administrative officer of the operational unit in which the employee works, or, where the employee's supervisor is also the chief administrative officer of the operational unit, the next level of authority; or
2. Where the employee's supervisor is the Chancellor, the Chief Human Resources Officer, in consultation with the Office of the General Counsel.

Within five business days of receiving the appeal, Human Resources will review the appeal and its basis to determine whether the appeal is timely and meets the requirements of this procedure. Human Resources' decision regarding the timeliness and propriety of an appeal is final.

Procedure

In all cases, an employee who believes a basis on which to appeal an evaluation exists is encouraged to first discuss the matter with the employee's immediate supervisor. The simplest, quickest, and most satisfactory solution may often be accomplished at this level. If discussion with a first-level supervisor does not resolve the matter to the employee's satisfaction, the employee may pursue the options available under this procedure.

Appeal

Human resources will forward appeals deemed timely and appropriate to the Reviewing Official for consideration. The Reviewing Official will review the appeal and any supporting documentation submitted and provide a written decision within five business days.

Report

The Reviewing Official will submit a written report to Human Resources that includes:

1. A recommendation to uphold or not to uphold the evaluative rating and the basis for same, i.e., the reasons and the facts supporting those reasons.
2. Any other relevant comment(s) deemed appropriate by the Reviewing Official.

Human Resources will share the outcome of the appeal with the employee and the employee's supervisor within three business days of the decision. If the Reviewing Official finds one or more bases for approving the appeal, Human Resources will work with the employee's supervisor to correct the employee's evaluation and adjust the employee's overall performance rating, if necessary.

EMPLOYEE PERFORMANCE
MANAGEMENT AND EVALUATION

DLA
(REGULATION)

The corrected evaluation will be included in the employee's personnel file.

If the Reviewing Official upholds the performance rating, Human Resources will work with the employee and the employee's supervisor to address and/or correct the employee's performance.