

Davis Technical College

Employee Evaluation Plan Policy and Procedures

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1. Purpose

The purpose of the Davis Technical College (College) Employee Evaluation Plan Policy and Procedures is to:

- 1.1. Provide an evaluation procedure, which is reasonably fair, consistent, and valid.
- 1.2. Promote the professional growth and development of employees.
- 1.3. Assess ongoing individual performance.
- 1.4. Provide evaluation and guidance for employees to help them acquire and demonstrate the skills required for success.
- 1.5. Recognize employees who demonstrate excellence in the achievement of their job duties and goals.
- 1.6. Identify inadequate performance and provide redirection.
- 1.7. Encourage employee behaviors which contribute to customer satisfaction and student progress.
- 1.8. Encourage employees to strive to improve the quality of education and services at the College.
- 1.9. Encourage each employee and supervisor to communicate, advocate, and celebrate with one another in an effort to build strong working relationships.

2. References

- 2.1. Davis Technical College Disciplinary Sanctions of Personnel Policy
- 2.2. Davis Technical College Employment Grievances Policy
- 2.3. Davis Technical College Salary and Wage Administration Policy

3. Policy

- 3.1. The employee evaluation and review process shall be conducted in a manner which promotes the concepts of continuous improvement and frequent interaction between employees and their supervisors.

4. Procedures

4.1. Frequency of Evaluations

4.1.1. Ideally, communication and feedback exist continuously between supervisor and employee. However, even when feedback is freely given and received, a more formal annual review is necessary. The frequent communications should be such that in most cases employees will have few, if any, surprises during the year-end formal review. Throughout the evaluation period, the employee should track the status of their goals and accomplishments using the goals and self-assessment e-form. Periodically the employee and supervisor will meet to discuss this progress, along with any other items or issues needing to be communicated and resolved.

4.1.2. Formal written evaluations will be conducted at least annually for all full-time benefitted employees. These should be completed by the end of each May.

4.1.3. Formal written evaluations for new employees should be conducted at least twice during their first year of employment. These should typically be completed by the end of May and November, depending on the person's date of hire.

4.1.4. Formal evaluations for part-time employees will be conducted when a rate increase is being given, as described in the Salary and Wage Administration Policy. Regardless of whether or not a pay increase is being recommended, a formal written evaluation will be conducted at least annually.

4.1.5. Annually, prior to beginning the evaluation process, the Director of Human Resources will meet with all supervisory staff to conduct procedural and calibration training. The purpose of this is to define each of the performance ratings and develop consistency among supervisors.

4.2. Conducting Employee Evaluations

4.2.1. The Supervisor notifies the employee of the upcoming evaluation and schedules it with reasonable advance notice. The employee may be provided with a copy of the job description to be used in the evaluation process, or given access to the form electronically. The Strategic Plans & Goals e-form (including the self-assessment section) should be accessed online by the employee, and completed for the supervisor to review prior to the meeting.

4.2.2. The Supervisor shall perform for each employee a written administrative evaluation and shall discuss that evaluation with the employee. The evaluation will consist of two forms, "Employee Performance Review," and "Employee Strategic Plans and Goals." The Supervisor, with input from the employee, will review each job factor, and discuss their assessment. The Employee Performance Review form includes a separate section to be used for part-time employees but completing formalized goals is optional for them.

4.2.2.1. Data used to analyze employee performance may be obtained from a variety of sources which may include: supervisor observations, employee self assessment, customer surveys or input, peer evaluations, industry/advisory committee review results, or other verification of performance. In addition to the other factors, evaluations for Faculty may include student progress, competency, job placement, and evaluation results. These factors will be determined using the Instructional Systems Review (ISR) data when available, and will be included in the Learning Environment section of the review. In the Accreditation Compliance section, Faculty are assessed on their compliance with their program accreditation requirements.

4.2.2.2. The Supervisor rates the employee's performance in each area as either Proficient or Developing.

4.2.2.2.1. The rating of Proficient is used when the employee's performance meets the standards and requirements in the core competency factors. The College has established high standards and expectations for employee's performance and conduct. The annual evaluation is an opportunity to recognize and document the achievements and contributions of the individual employee. Written comments are optional in each area but should be included when appropriate to highlight and reinforce the conduct and performance that is desired.

4.2.2.2.2. The rating of Developing is used when the employee's performance in a core competency factor could/should be improved to some extent. Written comments should be provided, which accurately describe the development needed. The supervisor should redirect the employee's focus and freely discuss the aspects and ways in which the employee can perform at a greater level. Resources for training may be identified, and the expectations for demonstrating the skills should be defined.

4.2.2.2.3. In situations where an employee's performance does not meet the requirements or expectations for their position, the section may be left blank or marked as Developing, and a separate section is provided for noting the unacceptable performance. Written comments must be included there, which specify and describe the employee's performance. When this occurs it may be appropriate for the employee to also develop a written plan for improvement, as outlined in the Disciplinary Sanctions of Personnel policy. If more serious violations, infractions, or performance deficiencies occur, these will be addressed as described there as well. These situations will normally be identified and communicated during the year, when the unacceptable incident, behavior, or performance occurs, and should not be a surprise at the year-end. When any Core Competency performance factor is determined to be unacceptable, the employee will not be eligible for the pay progression portion of the annual salary increase for that year, as described in the Salary and Wage Administration policy.

4.2.3. The employee may make a written response to all or any part of the evaluation and the response will be attached to the evaluation.

4.2.4. The evaluation form is to be signed electronically by the Supervisor and the employee. Completed evaluations are provided to the employee, stored in the employee's personnel record, and are accessible electronically to the cognizant Vice President and the College President for their review.

4.3. Employee's Strategic Plans and Goals

4.3.1. At the beginning of the evaluation period, normally each fiscal year, the Supervisor and employee will establish and agree upon the employee's written goals for the year. The establishment and successful completion of appropriate goals is necessary for all full-time benefitted employees. Formal written goals are not required for part-time employees, however, may be utilized when appropriate. Goals should be designed to promote the professional growth of the employee and the accomplishment of strategic plans. The individual goals should be developed based on the College's annual business plan, along with the employee's division/department team goals. The goals might also include the employee's personal goals for professional development, which thereby improve the College community.

4.3.2. Supervisors should communicate with their employees regularly throughout the year regarding progress toward meeting their goals. The goals may be revised during the year as circumstances warrant. Revisions to the goals, which are agreed upon by the employee and the Supervisor, are set forth in writing.

4.3.3. The formal annual goals are written on the Employee Strategic Plans and Goals form. This form also includes a section for employees to list their additional accomplishments, development, and needs, on the Self-Assessment section, which is to be completed throughout the year. In conjunction with the year-end employee review, the supervisor and employee meet to discuss and review the outcome and results of the goals, along with the additional self-assessment information.

4.4. Review of Evaluation

4.4.1. An employee who is not satisfied with an evaluation has thirty (30) days after receiving the written evaluation to request a review of the evaluation. The employee must present the request for the review in writing to the Human Resource Director, who will inform the College President of the request. The written request for a review shall clearly state the specific reasons for the review and the evaluation items which are in question.

4.4.2. Informal Review - The informal review step is a process for reviewing the evaluation at the lowest level between College employees. The Human Resource Director will coordinate a meeting with the employee and the Supervisor with the objective of resolving the matter. The evaluation shall be reviewed for the purpose of determining whether or not the evaluation was conducted in a fair and equitable manner in accordance with College policies and procedures.

4.4.3. Formal Review - If the employee is not satisfied with the disposition of the review at the informal review step, the review of the evaluation will move to the procedures contained in the Employment Grievances Policy.