

Policy Number: 1110

Policy Name: Performance Evaluation of Administrative and Professional Employees

Responsibility for Maintenance: Director of Human Resources

Effective Date: February 5, 2016

Last Updated: August 15, 2023

I. Policy Statement

This policy establishes a system for: (1) setting performance goals and objectives, as well as career development goals; (2) monitoring employee progress, providing constructive feedback, and evaluating performance; and (3) aligning performance plans with the College’s mission and strategic goals, as well as budget, IT initiatives, and operational priorities.

II. Reason for Policy

The purpose of this policy is to establish a method for the evaluation of Administrative and Professional (AP) employees.

III. Policy

Administrative and Professional (AP) employees shall be subject to formal and periodic evaluations of their administrative performance. Written performance evaluations of administrative and professional faculty shall be conducted, and pay increases, when funds are available, shall be based on an objective analysis of the performance of each individual. **By law, no RBC employee, whether faculty or staff, shall receive payment for work not performed unless authorized by law, such as paid holidays, vacation days, etc.** Annual reviews of all administrators below the level of President will use the Richard Bland College Self-Evaluation Form to conduct a self-assessment. Supervisors will consider the self-assessment, as well as progress toward operational plan goals, and overall performance of duties as established in the position description for the job title. All affected AP employees whose beginning date of employment is no later than February 15 of the year being reviewed must complete a self-evaluation no later than April 1st of the fiscal year (July 1 – June 30) being reviewed.

IV. Related Documents

- Annual Performance Evaluation – Administrative Staff (HR form)
- Self-Evaluation (HR form)
- Annual Administrative Performance Evaluation Schedule (HR form)

V. Contacts

OFFICE	TITLE	TELEPHONE NUMBER	EMAIL
Human Resources	Director of Human Resources	(804)862-6100, ext. 6409	rbchr@rbc.edu

VI. Definitions

Upon completion of the performance review process, supervisors shall assign one of the following performance ratings to AP employees. Each rating is defined below:

A. Consistently Exceeds Performance Expectations

1. Demonstrates exceptional quality of work in all essential areas of responsibility.
2. Always makes an exceptional or unique contribution in achievement of unit, department, and College objectives.

B. Frequently Exceeds Performance Expectations

1. Always achieves performance expectations and *frequently* exceeds them.
2. Demonstrates performance of a very high level of quality.
3. Significantly contributes to the success of the services and projects they support.

C. Performance Expectations Fulfilled

1. Consistently fulfills performance expectations and *periodically* may exceed them.
2. Work is of high quality in all significant areas of responsibility.
3. Any performance concerns are resolved through coaching, feedback, and self-initiative.

D. Inconsistently Fulfills Performance Expectations

1. The employee's work does not consistently meet the most basic job requirements of the position. While the employee may have performed acceptably in some areas, overall job performance needs to be improved.
2. The supervisor may place the employee on a performance improvement plan.
3. Failure to demonstrate improvement may result in additional action up to and including employment termination for cause.

E. Fails to Meet Performance Expectations

1. The employee's work is below the basic requirements and immediate and continued improvement is required.
2. The supervisor shall place the employee on a performance improvement plan.
3. Continued failure to show improvement may result in additional action up to and including employment termination for cause.

VII. Procedures

A. Roles and Responsibilities

1. Employee

- a. Assists supervisor with developing annual operational goals and professional development goals, and makes suggestions for revising goals as necessary during the performance year;
- b. Has a clear understanding of supervisor's expectations and requests clarification if necessary;
- c. Manages own performance to achieve annual operational goals, bringing to supervisor's attention circumstances that may affect their achievement;
- d. Seeks performance feedback from supervisor during tri-annual performance reviews, or as needed;
- e. Fully participates in performance discussions during tri-annual review meetings and during the annual performance evaluation meeting; and
- f. Addresses aspects of performance identified as needing improvement.

2. Supervisor

- a. Seeks input from employee regarding individual annual operational goals and professional development goals;
- b. Monitors employee performance during the performance year and communicates with employee on an ongoing basis about performance;
- c. Holds interim discussions with each employee in the form of tri-annual reviews in November, January, and April about performance; documents the discussions when appropriate;
- d. Addresses in a timely manner instances of poor performance or other significant performance issues;
- e. If appropriate, seeks feedback concerning employee performance from internal and external sources, including external peers, team members, coworkers, stakeholders, or others;
- f. Assists employees whose performance has been identified as needing improvement in one or more aspects to make the necessary improvement;
- g. Prepares annual performance evaluations, ensuring that all significant performance issues are documented; and

- h. Meets with employees individually to discuss their evaluations and development needs.

3. Human Resources

- a. Provide for the training needed to increase supervisors' effectiveness in performance management and evaluation;
- b. Ensure that all supervisors are knowledgeable about the processes and requirements of this policy and abide by it.
- c. Support employees and their supervisors in the performance management process; and
- d. Maintain up-to-date forms, files, and records.

B. Performance Planning

1. Planning

At the beginning of the performance cycle (July-September), the employee, with input from the supervisor, will develop an operational/performance plan that includes measurable, target goals for the year. Employees will also review their position description for accuracy. While based on the employee's job duties as stipulated in the position description and the long-term master plan goals of the unit, operational/performance plan goals will reflect measurable goals for the coming year, including those that support the College's strategic plan. The operational goals for the unit should be prioritized by the supervisor and entered into AchieveIt. While the plan will establish the goals, objectives, and performance necessary to achieve the satisfactory level, supervisors and employees are encouraged to discuss the opportunity and effort needed to achieve higher performance levels. Supervisors will finalize their unit's operational/performance plans for the upcoming year within 90 days of the new performance year and will meet individually with each subordinate to discuss the final operational/performance plans and expectations. An operational/performance plan for new employees must be established within 30 days of their start date. For employees whose start date is after March 1 of a given performance year, a performance plan will be established for the next performance year.

2. Methods and Documentation

In accordance with guidance from the Director of Human Resources, the supervisor will inform the employee at the beginning of the operational/performance year of the primary methods or basis the supervisor will use in evaluating the employee's performance for the upcoming year.

C. During the Performance Year

If during the performance year there are significant changes to the employee's core

responsibilities, the employee and supervisor will review the operational/performance plan and revise as needed. If the supervisor changes during the performance period, the departing supervisor will complete a written interim performance evaluation of the employee, unless the supervisor is departing less than 90 days following the employee's most recent annual performance evaluation or tri-annual performance evaluation.

D. Performance Evaluation

1. Schedule

Employee performance shall be formally evaluated at the end of each performance year by the deadline established in the Performance Evaluation Schedule, which is maintained by the Director of Human Resources. Typically, the performance year is July 1 – June 30, but the Director may establish an alternate performance year if it is more suitable to the nature of the position. Employees who began work after March 1 of a performance year will not receive a formal performance evaluation for that performance year.

2. Process and Documentation

The performance evaluation should be completed using guidance from and forms provided by the Director of Human Resources. In addition, the supervisor must provide the employee with an opportunity to complete a self-assessment based on his or her performance plan. The supervisor is responsible for ensuring consistent and appropriate application of the evaluation process and for ensuring that the documents are included in the employee's official personnel file. The supervisor will give the employee a copy of the final performance evaluation prior to meeting individually with the employee to discuss it. Supervisors who rate an employee's performance as *Inconsistently Fulfills Performance Expectations* must provide guidance and, where appropriate, training to improve performance. Supervisors will provide both the employee and the Director of the Human Resources with documentation of the guidance given and of the training to be completed. The employee who is assigned such training shall provide the supervisor and the Director of Human Resources documentation of its completion. Supervisors who rate an employee's performance as or *Fails to Meet Performance Expectations* must, in consultation with the Director of Human Resources, develop a performance improvement plan. The supervisor will re-evaluate the employee three months after the development of the performance improvement plan to determine whether performance has improved. Employees whose performance continues to be unsatisfactory at the end of the re-evaluation period are subject to termination for cause. (See the Designation, Appointment, and Termination of Administrative and Professional Employees Policy)

E. Appealing Performance Evaluations

An employee who disagrees with his or her performance evaluation should discuss the issue with the supervisor and, within ten (10) business days of having received the evaluation, may request that it be reconsidered. The supervisor may decline to

reconsider the evaluation, or may reconsider it and either affirm or revise the original evaluation; such action must be taken within ten (10) business days of the employee's request for reconsideration. Deadlines described above may be extended to accommodate vacations, absences, or other reasonable delays.