Allegany College of Maryland

EMPLOYEE PERFORMANCE MANAGEMENT POLICY

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Revised Date (if applicable) 04/17/2023
Approved by Board of Trustees 04/17/2023
Implementation Date 04/17/2023
Type of Policy: Operational

INTRODUCTION AND PURPOSE

Allegany College of Maryland values its employees and the experience, knowledge and value they bring to the institution. The College is committed to supporting its employees to help them achieve high performance and to providing reasonable resources to help them be successful in their jobs. Evaluation of staff will occur on a regular basis to ensure that the needs of the organization and the employee are met, to foster individual employee development, and to motivate employees to reach their full potential.

Employees are expected to demonstrate a commitment to their jobs through, at a minimum, satisfactory performance. To help achieve this, the College strives to provide each employee with clear performance objectives, ongoing feedback and coaching, annual formal performance evaluations, professional development opportunities, and recognition for outstanding work. In addition to performing the functions of the job (set forth in the job description), employees are expected to demonstrate professionalism when interacting with other employees, students, and other individuals and groups on behalf of the College.

The purpose of this policy is to set forth the process for performance evaluations, provide processes for helping employees develop in their position, to improve inadequate or inconsistent job performance, and to provide steps that the College may take if sufficient improvement does not occur in a timely manner. Occurrences of violations of College policy or rules, unacceptable behavior and misconduct may be addressed under this policy, the Employee Disciplinary Action Policy, or the Code of Ethics and Employee Standards of Conduct Policy, depending on the individual circumstances of each situation and the nature and extent of correction that is needed.

SCOPE

This policy applies to all regular and temporary full-time administrators, staff, and faculty, and regular classified part-time staff.

POLICY STATEMENT

Employee performance management is not simply a one-time per year evaluation. Good performance management is a continuous, positive collaboration between the employee and the supervisor. Supervisors should engage in mentoring to help the employee develop their skills within their position and reach their full potential, even for those employees who meet or exceed performance objectives. Supervisors should encourage learning new tasks, professional development, and allowing the employee more autonomy once the employee has demonstrated mastery of their position duties. Any additional tasks assigned to employees will need to be within the scope of their job description. Any significant changes to job duties must be approved and added to the job description before the changes are implemented. Supervisors can reach out the Human Resources Office for guidance.

The College appreciates that at times, for any number of possible reasons, employees may experience difficulty meeting the expectations of their position. When problems arise with an employee's job performance, generally, the College will provide an opportunity for the employee to correct the performance issue(s) and the College expects the employee to commit to making and sustaining necessary satisfactory improvement.

Examples of inadequate performance, include, but are not limited to:

- Failure to perform assigned job duties timely and satisfactorily
- Lack of professionalism in delivery of service, quality of communication and demeanor
- Pattern of inaccuracy in performance of duties
- Pattern of neglecting or not performing parts of one's job
- Substantiated complaints about the level of service provided
- Failure to meet reasonable deadlines

I. ANNUAL PERFORMANCE EVALUATIONS

Faculty annual performance evaluations shall be conducted in accordance with procedures established by the Office of Instruction and Student Affairs as published in the Faculty Handbook.

A. Staff Formal Performance Evaluations

Formal performance evaluations will occur annually and are designed to identify areas of strength and areas of improvement.

Evaluations shall be conducted in accordance with this policy, as well as the procedures and tools provided by the Human Resources Office.

Evaluations shall consist of four stages:

1. Completion of performance evaluation tool, as provided by the HR Office.
2. Review of the Evaluation report by the staff member, supervisor, and next level supervisor (performed independently).
3. Evaluation Conference between the staff member and supervisor.
4. Opportunity for staff member to appeal the overall evaluation.

B. Appeal for Staff Formal Performance Evaluations

Staff members have the right to appeal their overall evaluation through the following process:

At the conclusion of the evaluation conference between the supervisor and staff member, the staff member will be required to acknowledge receipt of their evaluation and completion of the Evaluation Conference. Further, staff members shall be provided with notice of the right to appeal the evaluation.

To file an appeal, the staff member must submit a written request to the Office of Human Resources within five (5) business days from the date of their Evaluation Conference. The written request for appeal should provide, in specific detail, the reasons the staff member

disagrees with the overall evaluation. Failure to a file a timely appeal shall constitute a waiver of the appeal process and the overall evaluation will be final.

The Human Resources Office will forward a copy of the appeal to the supervisor and the next level supervisor. Within five (5) business days of receiving the copy of the appeal, the supervisor and next level supervisor will meet to review the appeal and discuss the supervisor's reasons/rationale for the overall evaluation.

The next level supervisor will schedule a meeting with the staff member within five (5) business days from the date of the meeting with the supervisor. The staff member will have the opportunity to present a response/rebuttal to the overall evaluation.

After the meeting, the next level supervisor will have three (3) business days to forward a recommendation to the applicable Vice President and the President. The President shall either:
uphold the original supervisor's recommendation; or overrule the original supervisor's recommendation and amend the overall evaluation.

The President's decision on the matter is final.

II. FACULTY AND STAFF PERFORMANCE IMPROVEMENT

The processes set forth in this policy are designed to provide guidance and help supervisors and employees to develop and improve performance while maintaining accountability. The time given to each step should consider the complexity or newness of the position or tasks, workplace circumstances, and organizational impact.

In the majority of situations, addressing performance problems starts with coaching and then progresses to the other steps outlined below, if needed. However, there may be situations where the severity of the unacceptable performance warrants an immediate written plan, a final plan or termination of employment.

Supervisors should contact the Human Resources Department for consultation and to help ensure consistency with the application of this policy College-wide.

A. Coaching

In the event a supervisor finds the job performance of an employee to fall below the acceptable level expected by the College, the supervisor should communicate job performance expectations for improvement in a clear and timely manner directly to the employee. The College believes that a majority of performance concerns can be addressed and resolved at this early informal stage if properly addressed by supervisors. At this step, supervisors should be prepared to:

- Discuss in detail and identify the specific deficiencies that give rise to the coaching
- Provide objective examples of what "success" in the job position looks like

- Have a conversation with the employee about what they need to do to fulfill their job duties
- Formulate a plan for ongoing assessment of improvement of performance
- Establish a timeline to revisit the concerns and determine if performance has improved
- Explain next steps if performance does not improve
- Create a record for the supervisor that includes the content and date of the conversation and email the employee a copy of the same, if appropriate

B. Written Performance Improvement Plan

If coaching does not yield improved job performance in the reasonable timeframe communicated to the employee, or if the situation is of a nature that requires more formal action without the coaching step, the employee may be issued a written performance improvement plan. In general, performance improvement plans outline clear expectations for performance with the idea that the employee's success in the position is the primary goal. This document can include specific objectives for the employee to meet, identify specific performance deficiencies, a schedule of meetings between the supervisor and employee to evaluate progress and review work product for the desired improvements, and a timeframe in which performance is expected to improve.

Supervisors shall work directly with the Human Resources Department prior to issuing a performance improvement plan to an employee.

C. Final Performance Improvement Plan

If the coaching and written performance improvement plan do not result in the expected performance improvements in a timely manner, or if the performance is of a level that requires immediate action without going through the above steps, a final performance improvement plan may be issued to an employee. The final performance improvement plan generally follows a similar structure as the initial written performance improvement plan, including details of the problem(s), options, expectations, timeframe for assessment and consequences.

Supervisors shall work directly with the Human Resources Department prior to issuing a performance improvement plan to an employee.

D. Termination of Employment

In the event job performance does not improve to meet expectations after going through the above steps, or if the performance is of a level that requires immediate action without going through the above steps, employment may be terminated, in accordance with Policy 03.07.009 – Employee Disciplinary Policy.

Supervisors shall work directly with the Human Resources Department prior to a termination decision being made.

Appeals for termination shall be followed in accordance with Policy 03.07.011- Grievance Policy and Procedures or Policy 03.07.010 – Dismissal (Due Process Proceedings).

III. ADMINISTRATION

The Human Resources Office is responsible for implementation, administration, and oversight of this policy for employments.

IV. CHANGES

Substantive changes to this policy require approval by the Board of Trustees; editorial changes, title/position changes, and/or changes to its implementation procedures may be made as required by federal or state mandate and/or institutional need with timely notice to students and employees.