

SOUTHWEST TENNESSEE COMMUNITY COLLEGE**SUBJECT: Performance Evaluations****EFFECTIVE DATE: January 1, 2014****I. Purpose**

To provide a formal and consistent method for documenting job performance by: (1) setting performance standards, (2) communicating those standards and expectations, (3) monitoring employee performance, (4) providing continuous feedback, (5) promoting employee development, and (6) providing records of job performance.

It is incumbent upon each employee, regardless of level or category, to perform in an exemplary manner reflecting those principles and disciplines upon which Southwest was founded. Used constructively, this program of performance evaluation can prove to be a valuable tool regarding individual career advancement, and result in increased productivity throughout all areas of the College.

II. Policy

All Southwest permanent employees will be appraised annually in writing. The performance review will be conducted during the month of the employee longevity date.

Managers losing employee(s) due to promotion or transfer to other departments are required to perform an exit performance evaluation.

III. Frequency

Eligible employees must receive a performance review during their initial probationary period and during the month of their longevity date. A supervisor may conduct performance reviews more frequently as deemed appropriate.

It is recommended that supervisors conduct a performance review after five months on the job, when an employee changes to a position with significantly different duties and responsibilities, and again during the employee's longevity month.

IV. Procedure

Each supervisor is responsible for setting and communicating clear performance standards for his/her employees at the beginning of and throughout the review period. Each supervisor is also responsible for observing and discussing with his/her employees the positive and negative aspects of their performance in relation to standards throughout the evaluation period. On a not less than annual basis, each supervisor is responsible for conducting a formal performance review with each employee summarizing past discussions and setting performance goals. All performance reviews are part of the employee's permanent personnel file (faculty members performance reviews will be maintained by their Deans).

If an overall rating is marginal or unacceptable during a probationary period, the employee should be recommended for termination by the department head.

If an overall rating is marginal or unacceptable on an annual review, the rating supervisor must:

- a. Define the problem. This is a deficiency statement.
- b. Define the duties where improvement is required. What skills need improvement?
- c. Establish short and long ranged goals and timetables for accomplishing changes in performance with employee.
- d. In conjunction with employee, develop an action plan to improve performance that is mutually agreed by both supervisor and employee. (Identify and select additional resources that may help employee improve deficiencies).
- e. Include that statement, "Further action, up to and including termination, will be necessary if the performance does not improve, or if other performance issues arise."
- f. Insert signature and date lines for the employee and supervisor to note that the plan has been discussed.

V. Performance Review Discussion

Supervisors must hold a discussion with the employee regarding each performance review. The discussion should be held at a prearranged time in a private location free from interruptions.

VI. Employee Signature

The employee will initiate the performance review; the supervisor will approve it after having a discussion with employees and will submit it to Human Resources. The employee will be asked to comment on the review and acknowledge it by signing the form. The employee will be given a copy of the signed form. An employee's signature does not mean that he/she agrees or disagrees with the performance review. It indicates that the employee has been given an opportunity to review the completed form. If the employee declines to sign the form, he/she should be encouraged to discuss any concerns and may write a rebuttal. If the employee still declines to sign the form, the signature of another supervisor should be obtained as a witness that the employee has read the review and that the review has been discussed with the employee. Only at the end of this process will the performance evaluation be submitted to Human Resources.

VII. Appeal Procedure

If an employee feels that the annual evaluation as rendered by his/her supervisor is unfair or unwarranted, he/she may file a separate written request for a review with the department head or the next level of supervision if the rater was the department head. Any such request must be filed within 10 calendar days of the date the employee's review of his/her evaluation. If this review does not satisfy the employee, he/she may request a further review of the evaluation by the Executive Director of Human Resources. The Executive Director may review evaluation ratings at any time, whether requested by an employee or not.

Source: Executive Director of Human Resources: January 1, 2014