PELLISSIPPI STATE COMMUNITY COLLEGE

PERFORMANCE EVALUATION PROCESS
(ADMINISTRATIVE AND SUPPORT STAFF)

MAY 2021
The Performance Evaluation Process serves as a formal mechanism for receiving feedback on performance of their jobs, acknowledge areas of highest level of performance, and identify areas where the employee may focus on training and development. In order to create an environment conducive to excellence, supervisors provide channels of two-way communication at all levels of our organization. Supervisors provide ongoing leadership by giving employees honest feedback on their job performance, encouraging all employees to maintain open channels of communication, and working together to achieve established institutional goals. Performance management is an on-going conversation between two people, three if the employee is subject to dual reporting. To that end, performance evaluations are discussed with, not read or handed to, the employee. It is very important that the supervisor’s assessment of the employee is accurate and can be supported. Guidelines below each section explain how these processes will affect those who are subject to dual reporting. All supervisors are encouraged to attend annual performance management training to ensure proper evaluation of all employees.

**Goals of performance evaluation:**

- Provide the employee recognition of areas of their highest performance.
- Provide feedback on areas for development.
- Identify opportunities to enrich the employee’s professional growth and contribution to the College.
- Prepare the employee for their next step in their career.
- Enhance the institution’s performance by establishing accountability for results at the individual level.
- Provide the data needed to make and objectively support operational decisions (e.g., promotion, retention, or termination).
- Maximize employee job satisfaction and performance by creating a positive work environment built on trust, support, and open communication between the employee and the supervisor.
- The annual performance evaluation can also be used for 360-degree evaluation and self-evaluation with human resources approval.

The following applies to regular part-time and regular full-time staff. Faculty have a separate evaluation process and schedule.

- **Annual Performance Evaluation**—Conducted annually during the one-year anniversary month of the staff member’s current role. As an example, if employee began their new role on January 16, 2020 they would be evaluated in January of the following year (2021).
- **End of Six-Month Probationary Period**—If an employee is new to the college, or in a new position, he/she will receive an evaluation at the end of the six-month probationary period. Supervisors will use the “End of Probationary Period” form for this evaluation. A new employee is granted a six-month probationary period upon hire whereby observable
performance can be assessed. During this time the employee’s employment may be terminated without prior notice. The College reserves the right to extend the initial probationary period at the discretion of the supervisor. Whether the probationary period is extended or concluded, the supervisor uses the “End of Probationary Period” form to document the performance of the employee.

- **Dual Reporting**—Both the supervisor and the campus dean work together to present the employee with combined feedback prior to the meeting. The work product should be reflective of the employee’s performance from these two different perspectives. If a supervisor and a campus dean strongly disagree about the performance of the employee and are unable to reach a consensus, they should proactively schedule a joint meeting with their vice-presidents to resolve the disagreement.

**STEPS:**

1. The supervisor will receive an automated email reminder the first of the month before evaluation is due. The form can be accessed under HR Forms and is a dynamic form.
2. Set a date and time with the employee to formally discuss their performance.
3. Ask the employee to share with you their accomplishments for the past year, their goals for the coming year, and any professional development they would like to participate in.
4. Upon accessing the form, type in the employee’s user name at the top of the page without the “pstcc.edu”. The form will auto populate the employee’s name, their department supervisor’s name, division, department, date of position, and P#. Ratings are meant to be forward looking and a positive way to acknowledge performance.
5. Review the Ratings, which are:
   - Performance Leader (L)
   - Performance Demonstrator (D)
   - Performance Opportunity (O)
   - Performance Concern (C)

Assessments should be based on reasonable performance expectations as they have been communicated to, or expected of, the employee. It is expected that the supervisor has previously discussed Performance Concerns (C) with the employee prior to this assessment. Unless an issue has recently come to the attention of a supervisor, supervisors should refrain from “surprising” an employee on the performance evaluation with a Performance Concern rating. It is counterproductive for employees to discover they have not been meeting the job expectations over a period of time without a minimum of a verbal coaching session from their supervisor.

However, serious performance issues sometimes become known shortly before an evaluation. Work demands or other considerations may prevent supervisors from addressing those issues immediately. If the circumstances of such an issue reasonably prevent a supervisor from addressing concerns with the employee prior to the
performance evaluation, then the supervisor may elect to choose a rating that properly reflects the severity of the issue.
6. Review the employee’s previous performance evaluation.
7. Consider the entire current rating period to capture all performance over the course of the rating period.
8. Save your progress as go! The document will time out after 30 minutes and you will lose your work if you have not saved your progress. You will always be able to return to the document in your dynamic forms folder. Do not sign the document until you have completed the performance evaluation meeting with the employee and finalized all edits to the document.
9. Proceed to Section 1. Assess each of the skills and abilities in Section 1 which is for all staff and is divided into broad categories within which are specific skills and abilities. The skills and abilities are widely recognized across departments as traits that inform an employee’s overall performance. There is an option for Not Applicable (NA) for each of the skills so if the position does not require that skill of the employee, a supervisor may choose NA. Please note that the Safety & Security section is optional and dependent on the employee’s job.

Each broad category is associated with at least one of the Pellissippi Paths to Excellence. The Pellissippi Path to Excellence reflects competencies that each employee needs to consistently demonstrate to be successful at Pellissippi State Community College. The Pellissippi Path to Excellence is guided by our mission and values, informs our hiring and training practices, and our interactions with one another and those we serve. Our belief is that employees who make a commitment to these competencies will serve our students, each other, and our community at the highest level possible.
10. Comments are required for performance ratings of Opportunity and Concern. You may also make comments on the other ratings to reinforce behaviors.
11. Proceed to Section 2. This section is mandatory for employees who supervise others, including work-study, and those that are responsible for a budget or a functional area within a department without any direct reports. The section is optional, but available, to the supervisor if some of the traits are relevant to an employee’s performance.
12. Proceed to Section 3. Review the employee’s accomplishments since the last rating period. Accomplishments may or may not be linked to previous goals or objectives.
13. Review objectives from the last rating period and update progress, setting new goals as appropriate. In a fast-paced ever-changing work environment, situations often call for an employee to improvise and contribute in an unplanned and unexpected way and earlier established goals are mutually agreed upon to set aside for more pressing demands.
14. Professional development should be used to highlight areas where the employee/department may benefit from further training. The Comment section can be used as a summary by the supervisor.
15. Upon completion of the evaluation, the supervisor signs and dates the document which then automatically is assigned to the employee for signature.
16. Upon employee signature, the document routes through the chain of command up to Vice-Presidents.
17. While the document will always be available in dynamic forms for the signatories, it can be accessed and downloaded as a pdf.
18. The completed document will be uploaded into the employee’s personnel file in Banner.
19. Miscellaneous Issues-
   a. **Responses**-If employees desire to write a response to the evaluation, they may do so within a reasonable time period (usually one week). Prior to the employee signing, there is an option for the employee to comment within the document. Upon activating this comment field, the document will flow back to the supervisor for review.
   b. **Signing**-Signing the evaluation is independent of an employee statement or response, and the evaluation should be signed and dated by both the supervisor and the employee after the conclusion of the performance evaluation meeting.

If an employee refuses to sign the evaluation, the supervisor explains that the employee’s signature acknowledges the performance evaluation was presented to the employee, not that the employee agrees with the supervisor’s assessment of his/her performance. If the employee still refuses to sign the performance evaluation, there is an option for the employee to check a box indicating their refusal to sign. The document continues the workflow at that point.