

***The college shall maintain a system of employee evaluation that supports employee success within the college (ARS 15-1445).***

---

#### Employee Performance Management System

The purpose of the Performance Management Program (PMP) is to improve individual and organizational performances and by ensuring that:

- Employees perform work that accomplishes the business needs of the College;
- Employees clearly understand the quality and quantity of work expected;
- Employees receive ongoing feedback about their effectiveness, relative to expectations;
- Opportunities for employee development are identified and provided when possible; and
- Employee performance that does not meet established standards is addressed.

Performance information is one consideration in making other personnel decisions such as promotions, disciplinary actions, layoff determinations, and salary increases.

The PMP applies to all regular, non-faculty employees, including full time and part time, in the administrative, professional and support staff groups. It does not apply to temporary staff, associate and resident faculty, volunteers and student workers.

The PMP cycle runs annually in accordance with each employee's anniversary of hire into the current position. Shorter (or longer) cycles may be allowed depending on the employee's entry date or other relevant organizational changes. A formal meeting between the supervisor and employee will be held each year to discuss: 1) performance appraisal; and 2) professional development or corrective action plan.

#### Performance Appraisals and Ratings

As part of the annual performance review, each employee will be evaluated on general performance factors utilizing the approved appraisal instrument. Additionally, employees who fulfill a management role will be evaluated on supplementary supervisory factors.

Employees have an opportunity to provide input regarding their own performance through submission of a written self-appraisal. Information regarding the employee's performance can also be collected from line-of-sight supervisors.

The performance appraisal will utilize the following rating system:

Exceeds Standards (E): Consistently demonstrates excellence in the competency and the expected behavior under all reasonable circumstances. Job achievements have added significant value to the goals of team, department and college.

Meets Standards (M): Consistently demonstrates the competency and expected behavior in most situations.

Developing (D): Learning and developing new skills or may be new to the job/function and is moving in a positive direction towards demonstrating the competency.

**Employee Performance Management System**

Needs Improvement (N): Rarely or never demonstrates the competency or requires frequent direction/supervision.

Professional Development Plan

A professional development plan is an organized approach to professional development activities and programs that are designed to improve the employee's professional skills. A professional development plan is required for every satisfactory employee. The supervisor and the employee will collaboratively create the plan based on the employee and department goals and the employee's performance factor ratings. The professional development plan should be developed and submitted to HR within two (2) weeks of the performance review meeting.

Corrective Action Plan

Corrective action is a process to help employees overcome unsatisfactory performance, strengthen work skills, and achieve success. Because an employee's unsatisfactory performance can result in serious consequences, a Corrective Action Plan is required for any employee who receives an overall rating of Needs Improvement on the performance appraisal or 30% or more of performance factors are rated as Needs Improvement, or 50% or more rated as any combination of Needs Improvement and Developing. The supervisor, with assistance from Human Resources, should develop and deliver the Corrective Action Plan to employees within two (2) weeks of the performance review meeting.

*Date of Adoption: Adoption of Manual*

*References: ARS 15-1445*

**Faculty Performance Management System**

***The college shall maintain a system of employee evaluation that supports employee success within the college (ARS 15-1445).***

---

Faculty Performance Management System

The Resident Faculty Evaluation System uses a portfolio consisting of four components: 1) professional development and college/community service activities, 2) classroom observation, 3) student evaluation, and 4) self-evaluation. Evaluations must be completed and submitted to Human Resources by March 31 of each academic year.

Resident faculty duties and responsibilities include: classroom teaching, curriculum maintenance and revision, assessment, supplemental instruction, advising, professional development, and community service. Each component of faculty duties and responsibilities is addressed in evaluation.

Professional development and community service. Resident faculty members are expected to devote time to professional development and community service. A faculty member may choose any of the following to fulfill the professional development and community service responsibility.

- Service on college committees or task forces
- Service on statewide articulation task forces
- Service with the college speakers bureau
- Representing the college with local businesses and community organizations
- Advising a student club or organization
- Mentoring associate faculty
- Scholarly activity (publishing books, manuals, scholarly research, etc.)
- Conference attendance and presentation
- Publication of scholarly work
- Training on college software or procedures
- Completing coursework, webinars, and similar activities to maintain subject matter expertise
- Other – for professional development credit, the activity must be approved by the prior to conducting the activity.

Professional development and community service activities are reported on the Instructor Self Evaluation Instrument developed by the Faculty Council and also reported to Human Resources.

Classroom observation. Classroom evaluation is conducted by one or more peers (preferably peers who are subject matter experts in the same or a closely related discipline) or an administrator as negotiated by the faculty member. Probationary resident faculty members are evaluated the first or second semester during the probationary period. Regular resident faculty members are evaluated one semester every four years. This evaluation uses the Classroom Observation Form developed by the Faculty Council.

Student evaluation. Student evaluation is conducted every semester using the Course Evaluation Form developed by the Faculty Council.

**Faculty Performance Management System**

Self-evaluation. The self-evaluation is conducted annually for probationary resident faculty and once every four years for regular resident faculty. This evaluation uses the Self-evaluation Form developed by the Faculty Council.

Associate Faculty Evaluation.

The Associate Faculty Evaluation System uses a portfolio consisting of the following components: 1) professional development 2) classroom observation, and 3) student evaluation. Evaluations must be completed and submitted to Human Resources by March 31 of each academic year.

Associate faculty duties and responsibilities include: classroom teaching and professional development. Each component of faculty duties and responsibilities is addressed in evaluation.

Professional development. Associate faculty members are expected to attend the bi-annual faculty meeting each semester. Associate faculty members may be paid to complete this activity. A faculty member may also choose any of the following to fulfill the professional development responsibility.

- Service on college committees or task forces
- Scholarly activity (publishing books, manuals, scholarly research, etc.)
- Conference attendance and presentation
- Publication of scholarly work
- Training on college software or procedures
- Completing coursework, webinars, and similar activities to maintain subject matter expertise
- Other – for professional development credit, the activity must be approved by the associate dean or program director prior to conducting the activity.

Professional development activities are reported on the Professional Development Form and reported to Human Resources.

Classroom observation. Classroom evaluation is conducted by one or more peers (preferably peers who are subject matter experts in the same or a closely related discipline) or an administrator as negotiated by the faculty member. This evaluation uses the Classroom Observation Form developed by the Faculty Council.

Student evaluation. Student evaluation is conducted every semester using the Course Evaluation Form developed by the Faculty Council.

*Date of Adoption: Adoption of Manual*

*References: ARS 15-1445*

**Professional Development**

***The college shall maintain a system of employee evaluation that supports employee success within the college (ARS 15-1445).***

---

Professional Development

The College recognizes its particular responsibility to provide opportunity for the continual professional growth of its staff. Such opportunities include, within budgetary limitation, special in-service training courses, workshops, conferences, and assistance from supervisors and consultants. Employees will be required to participate in College endorsed professional development programs.

In conjunction with the annual budget process, departments shall identify specific professional development plans that incur cost and/or employee absence from the college premises. Departments and managers should expect a zero based budget requirement, with an accounting of expected professional leave. Planned absences should take into account ongoing committee and management responsibilities and are not to exceed 60 hours per fiscal year, excluding grant, license, and accreditation requirements, or travel mandated by the office of the president.

College employees desiring to attend professional conferences shall submit absence request to travel and the request must be approved by the appropriate administrator and/or the college President. Any employee in travel status is required to adhere to the requirements of 5.095-Travel.

*Date of Adoption: Adoption of Manual*

*References: ARS 15-1445*