



EL PASO COMMUNITY COLLEGE PROCEDURE

For information, contact Institutional Effectiveness: (915) 831-6740

DLA-2 Performance Evaluation: Non-Faculty Employees **APPROVED:** January 11, 1991 **REVISED:** April 13, 1999
Year of last review: 2024
AUTHORIZING BOARD POLICY: DLA

Classification: Administrative
Vice President or Associate Vice President: Vice President of Finance and Administration
Designated Contact: Executive Director of Human Resources

OBJECTIVE: To provide guidelines for the evaluation of the performance of all full-time and part-time non-faculty employees. To ensure that institutional goals and objectives are attained, this evaluation process focuses upon results achieved and job-related behaviors, both of which have direct relationship to the level of attainment of institutional goals and objectives.

PROCEDURE:

I. Definitions

- A. Employee - Non-faculty staff member.
- B. Supervisor - Staff member's immediate supervisor.
- C. Reviewer - Staff member's second-line supervisor.

II. Primary Objectives

- A. To support attainment of institutional goals and objectives.
- B. For supervisory personnel, to evaluate how assigned resources are allocated and used in the attainment of goals and objectives as they relate to a particular department/function.
- C. To strengthen the supervisor and employee relationship by developing a mutual understanding of responsibilities, expectations, goals, measurement criteria, and performance.
- D. To enhance professional development of the employee by identifying areas of needed improvement and areas of expertise beyond those currently in use.
- E. To evaluate the performance of employees for personnel-related purposes. These purposes may include but are not limited to: transfer, intern/externships, job exchanges, consideration for educational development leave, salary enhancements, and disciplinary action, to include suspension with or without pay, nonrenewal and dismissal.

III. Initiation of the Performance Evaluation Process

Prior to the annual rating period, the Human Resources Department will notify all District supervisors of the initiation of the performance evaluation process and completion timelines. When evaluations are not received by the established due date, the Human Resources Department will follow up with the supervisor to ensure completion of the evaluation process. The Human Resources Department will provide a list of evaluations not received to the area's Vice President or Associate Vice President.

IV. Evaluation Process

The evaluation process centers on the employee's position description. The position description provides for a mutual understanding of expectations, responsibilities, authority, and accountability relationships. It is essential that the supervisor ensure that the staff member fully understands all responsibilities and functions as described in the position

description. Standards/expectations related to job responsibilities and functions should be communicated to the employee by the supervisor.

The evaluation process should be a continuous and on-going review of the progress toward meeting established goals and objectives as well as standards for day-to-day operations. Variances, if any, between standards and actual performance should be continuously reviewed and discussed.

V. Frequency of the Performance Evaluation Process

- A. Initial Employment: All staff employees begin their initial full-time employment with the District under a six-month probationary period. During this six-month period, employees will be evaluated by their supervisors at the end of the second and fourth months of employment. These progress reviews will focus on assisting the employee in transitioning to the new job through appropriate coaching and counseling techniques. The Probationary Period Progress Review form will be completed in accordance with the above timeliness and will be forwarded to the Human Resources Department for inclusion in the official personnel file. Recommendations for non-continuation at the completion of the probationary period will be in accordance with Board Policies and College Procedures. When the appraisal period falls during a time when a new employee is still in the probationary period, the probationary report will take priority and the employee will not undergo a regular annual performance review until the next regular evaluation cycle.
- B. Transfer: It is suggested that a review of an employee's job performance be conducted at the end of the second and fourth months through the College's appropriate District form after a transfer within the institution.
- C. Annual Performance Evaluation: Supervisors are required to complete an annual Performance Evaluation Report for all non-faculty employees for the period specified by the District. This written report is to be completed before the stated due date, and then forwarded to the reviewer. The completed report must be forwarded to the Human Resources Department by the reviewer by no later than the stated due date in the formal announcement of the performance evaluation cycle.
- D. Change of Supervisor: Employees who move from one rating supervisor to a new rating supervisor will have a Performance Evaluation report completed by the former supervisor as part of the transfer process. Only supervisors who have supervised the employee for six (6) months and one-day may render an evaluation, then the conditions under V. B."Transfer" apply.

VI. Annual Performance Evaluation

- A. Self-Evaluation: When a formal report is due, the Human Resources Department will initiate the process by forwarding a notice to the employees announcing that the Performance Evaluation process is open and employee may complete their self-assessment/rating. Human Resources has a narrative which provides definitions of the evaluation ratings and of the evaluation factors used on the Performance Evaluation Report form. Upon completion, the employee will submit the Evaluation form to the supervisor electronically through the HR Performance Evaluation portal.
- B. Supervisor Evaluation: The supervisor will then complete his or her ratings of the staff member with applicable position requirements and standards. The supervisor will review the employee's self-assessment/rating and should provide comments on those items where variation occurs. The supervisor's narrative summary of the employee's performance should also include the following types of comments:
 - 1. Any significant changes in the performance since the employee's last evaluation.
 - 2. Recommendations for further development and training for purposes of preparing the employee for additional responsibilities or for the improvement of current performance, particularly for factors rated as "Needs Improvement" or "Significantly Below Standards".
 - 3. Any training or developmental activities the employee has completed since his or her last evaluation. Indicate whether such training was taken as a result of the supervisor's recommendation or the employee's initiative.
 - 4. Considering the experience/education/training of the employee and performance that exceeds expectations.

C. Performance Evaluation - Review with Administrative Reviewer (if applicable). The evaluation is available for the administrative reviewer to review the employee's self-assessment/rating with the evaluating supervisor. After the administrative reviewer has completed the review session, the evaluating supervisor schedules the performance appraisal review session with the employee to discuss the evaluation

D. Performance Evaluation Review/Coaching Session: The coaching session must be constructive and lead to personal and professional growth and development, which is directly related to organizational development as well as attainment of District objectives and goals. The coaching session must focus on the answers to two basic questions:

1. Did the staff member perform in accordance with the position description and standards set for the position?
2. Were specific planned activities/priorities accomplished in a timely and acceptable manner?

During the coaching session, the supervisor will address differences between his/her evaluation of the employee's performance and the employee's self-evaluation; however, the supervisor/employee is not obligated to change an evaluation based upon a difference of opinion. If goals are not met, or standards not achieved, the reasons for these are to be explored. The purpose of comparing the supervisor's evaluation with the employee's evaluation is to ensure mutual understanding of performance and accomplishments.

The coaching session must also include a discussion of supervisory comments. The emphasis of this discussion will be on what both the employee and the District can do to help the employee achieve his/her career goals.

E. Employee Review. The supervisor submits the completed evaluation form to the employee for comments and signature. If the employee disagrees with the evaluation of the supervisor, the employee must include reasons for his/her disagreement.

The employee then submits the signed Performance Evaluation form making it available to his/her supervisor for comments and signature (electronically) by the stated deadline.

F. Supervisor Review: The Performance Evaluation form is available for the Administrative Reviewer to comment (if they desire to) and sign. The Performance Evaluation Report form is then forwarded to the Human Resources Department for processing.

G. Distribution:

1. The Evaluating Supervisor will retain a copy of the fully completed Performance Evaluation Report form prior to forwarding to the Human Resources Department.
2. The original form is then retained in the Human Resources Department for inclusion in the employee's personnel file.

VII. Technical Assistance

The Executive Director of Human Resources is available to answer questions pertaining to the Performance Evaluation Program.

VIII. Confidentiality

All discussions and evaluation forms pertaining to staff members are to be treated in a confidential manner.

IX. Access to forms

Supervisors can access the Probationary Period Progress Review form through "District Forms" on the MyEPCC portal.