



ALMA COLLEGE

Performance Management Policy and Procedure

Purpose

Alma College is committed to the success of its employees. Through the performance management process, a constant line of communication will be established beginning with the onboarding process and continuing throughout the duration of the employment relationship. The performance review process provides an avenue to review performance and establish goals for the next review period.

Procedure

Initial Progress Check in - New Staff/ Staff Transfer to a New Position

New staff or staff starting a position in a new department will receive an initial review at 90 days. Supervisors will receive a notice of completion from the Human Resources Department. Completed forms should be sent to the Human Resources Department to be added to the employee's personnel file.

Annual Review (to be completed no later than June 30th every year)

All staff will receive an annual performance review. All supervisors are required to prepare an annual written performance review for employees under their direction, regardless of the length of service. The review process provides a measure of an employee's performance that will facilitate the growth and development of the employee. The program assesses an employee's success in meeting the requirements of his or her job description and organizational expectations and the establishment and accomplishment of goals. The review will be completed on the Alma College Annual Performance Review form. Completed forms should be sent to the Human Resources Department to be added to the employee's personnel file.

Interim Reviews

The manager may initiate an interim review whenever the professional competence and performance of any staff member is unsatisfactory. Concerns about the individual's performance may arise for annual reviews, complaints, investigatory findings, or any other reporting mechanism.

When the interim review results in a findings of deficiencies in performance or other duties, the manager shall initiate the performance improvement process. Serious violations of professional ethics or professional behavior in violations of college policy and/or destructive to the college community may lead to immediate dismissal.

Performance Improvement Plan

When the college deems appropriate and an employee's performance is not meeting expectations, to assure communication of the college's expectations, supervisors should develop a performance improvement plan for that employee, clearly stating performance areas needs improvement, expectations, and the process for determining improvement. A copy of the plan, signed by the supervisor and the employee, should be forwarded to the Human Resources Department for inclusion in the personnel file.

Responsibilities

The manager head is responsible for creating goals, providing feedback regarding performance, providing resources for a successful work relationship and completion of the performance management forms.

The Human Resources Department is responsible for providing guidance for the performance management process, tracking completed initial and annual performance reviews, creating performance management tools and consultation and training in performance management.

Resources

New Employee/Transfer Progress Check In

Performance Review Self Evaluation

Performance Review Annual Form

Performance Improvement Plan Template

Supervisors' Guide to Effective Performance Reviews

Approved for referral to the Cabinet by Policy and Planning Committee: May 15, 2019

Approved by President's Cabinet: May 20, 2019



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New Employee/ Transfer

Progress Check In

Employee Information

Name _____

Job Title _____ Department _____

Manager _____ Date _____

Appraisal Period _____ to _____

Congratulations on completing the first 90 days in your new position! The feedback provided in this form is designed to support your success as you grow in the position and take on additional responsibilities. Please feel free to ask your supervisor for clarification of any comment.

Performance Factors	Comments	Assessment (choose one) Meets expectations (ME) Does not meet expectations (DME)
Job Knowledge: Has an appropriate level understanding of the job responsibilities for someone with this length of service. Shows initiative to learn more about the position.		<input type="checkbox"/> ME <input type="checkbox"/> DME
Quality and Quantity of Work: Employee completes tasks as assigned. Work is free of errors and thorough. Work is completed within time frames that are acceptable.		<input type="checkbox"/> ME <input type="checkbox"/> DME
Cooperation with Others: Employee interacts well with employees in the department and outside of the department. Customer service is a priority. Interactions are civil and professional.		<input type="checkbox"/> ME <input type="checkbox"/> DME
Accountability/ Reliability: Employee is at work as expected. Employee arrives to meetings prepared.		<input type="checkbox"/> ME <input type="checkbox"/> DME

Please work with your supervisor to develop a minimum of three objectives to be accomplished during the next review period.

Objective (Goal)	Comments
1.	
2.	
3.	

Employee or Supervisor Comments

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Supervisor signature: _____ **Date:** _____

Employee signature: _____ **Date:** _____

Department head signature: _____ **Date:** _____

Note: Signing this form does not necessarily indicate agreement with the information presented, but does indicate that the supervisor and employee have discussed it.

Supervisors: please immediately submit the signed document in PDF form to hr@alma.edu for inclusion in the employee's file.



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Performance Review for Staff

Self-Evaluation Form

Please complete the questions listed below and return to your supervisor prior to your performance review conference. The feedback that you provide will be helpful to your supervisor in the preparation of your review. This form will become part of the full review document for your personnel file. As you complete the form, consider your performance as it relates to your current job description and expectations for the review period.

Name: _____ Date: _____

Title: _____ Department: _____

Review Period: _____

1. What accomplishments/activities have given you the greatest sense of pride or most pleasure in your work this year?

2. Was there anything that didn't go as well as you had hoped? Can you think of something that might have led to a better outcome?

3. Have there been significant changes in your job duties that warrant a change to your job description? Are there additional responsibilities that you would like to see added to your job description? If so, please describe below.

4. Do you have a suggestion to enhance your performance or improve outcomes in the future (new processes, training, equipment, etc.)?

5. Please list below the goals established in your last review and discuss the outcome achieved for each.

6. What suggestions do you have for your goals for the next evaluation period?

Employee Signature

Date



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Performance Review Form

Name: _____ Date: _____

Job Title: _____ Department: _____

Review Period: _____

Alma College’s performance appraisal and development program seeks to serve the best interests of both the individual and the organization. The objectives of the program include promoting ongoing communication between staff and their supervisors, providing opportunity for the supervisor to evaluate performance, and facilitating the growth and development of the employee. The completion of this appraisal and the subsequent discussion between supervisor and employee are important parts of this program.

Section 1: Core Competencies

Core Competency	Comments	Assessment (choose one) Meets expectations (ME) Does not meet expectations (DME)
Reliability/Accountability <ul style="list-style-type: none"> • Follows through on assignments • Takes ownership of work • Is reliable and responsible • Adheres to Alma College policies and procedures and values 		<input type="checkbox"/> ME <input type="checkbox"/> DME
Teamwork/Cooperation <ul style="list-style-type: none"> • Serves as a positive colleague or team member • Is flexible, adapts to changing priorities, and recognizes the needs of the College • Establishes productive working relationships 		<input type="checkbox"/> ME <input type="checkbox"/> DME
Communication <ul style="list-style-type: none"> • Speaks and/or writes effectively, listens, and clarifies information when necessary • Uses the appropriate tone and gives appropriate content for the designated audience 		<input type="checkbox"/> ME <input type="checkbox"/> DME

Service/Civility <ul style="list-style-type: none"> • Treats all with respect, courtesy, and dignity • Strives to achieve service standards 		<input type="checkbox"/> ME <input type="checkbox"/> DME
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Section 2: Position-Specific Competencies/ Accountabilities

Assess the top 3-5 essential functions for the position. If the position includes managerial responsibilities, please also complete the “Managerial Competencies” section.

Position Specific Essential Function	Comments	Assessment (choose one) Meets expectations (ME) Does not meet expectations (DME)
1.		<input type="checkbox"/> ME <input type="checkbox"/> DME
2.		<input type="checkbox"/> ME <input type="checkbox"/> DME
3.		<input type="checkbox"/> ME <input type="checkbox"/> DME
4.		<input type="checkbox"/> ME <input type="checkbox"/> DME
5.		<input type="checkbox"/> ME <input type="checkbox"/> DME

Supervisory Competencies (Complete for employees with supervisory responsibilities)

Supervisory Competency	Comments	Assessment (choose one) Meets expectations (ME) Does not meet expectations (DME)
Managing Performance of Others <ul style="list-style-type: none"> • Holds staff members accountable • Provides timely and constructive feedback • Helps staff members to achieve goals • Identifies training and development opportunities 		<input type="checkbox"/> ME <input type="checkbox"/> DME
Leadership <ul style="list-style-type: none"> • Provides positive leadership, support and direction • Motivates others to perform at their highest level • Sets a position examples for the team by adhering to Alma College policies, procedures and values. 		<input type="checkbox"/> ME <input type="checkbox"/> DME

Section 3: Specific Objectives and Accomplishments

Note the employee’s progress on any goals from the previous review period. Note other accomplishments achieved throughout the past year. Explain if goals had been modified due to departmental operations and changed priorities.

Section 4: Overall Summary of Performance

Summarize overall performance during the review period, including successes in the past year, as well as areas for growth and development for the next year.

Section 5: Performance Objectives and Goals for the Next Year

Supervisor will work with employee to develop specific goals or objectives expected in the year ahead. Goals should be specific, measurable and include an expected completion or follow-up date.

Section 6: Employee Comments

Employee may include comments in the space below, and/or may attach comments in a separate document.

Supervisor signature: _____ **Date:** _____

Employee signature: _____ **Date:** _____

Department head signature: _____ **Date:** _____

Note: Signing this form does not necessarily indicate agreement with the information presented, but does indicate that the manager and employee have met to review it.

Supervisors: please immediately submit the signed document in PDF form to hr@alma.edu for inclusion in the employee’s file.



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Performance Improvement Plan

For _____
(Employee Name)

This performance improvement plan has been developed to document and communicate concerns regarding your job performance or inappropriate work-related behaviors. Please review it carefully as it is an important step in the college’s performance review process for staff.

Identify the area of concern	Desired Improvement Goals	Review Date/ Follow Up

We recognize that you may have additional ideas to improve your performance. Therefore, you may provide your own Performance Improvement Plan input on a separate document and submit it to your supervisor within 7 days of receiving this plan. Your feedback will be included in your personnel file as an attachment to this document.

Outcomes and Consequences

Positive: If you meet the performance goals established above and maintain the required improvement, no further disciplinary action will be taken regarding this issue.

Negative: If you are unable to meet performance requirements by the scheduled review date, you will be subject to further disciplinary actions, up to and including termination of employment. A copy of this document will be placed in your personnel file in the Human Resources Department.

Other Resources

If you believe that outside counseling would assist you in improving your performance, please contact the [Employee Assistance Program](#). This is strictly voluntary and confidential. The college will not be informed that you have contacted them.

Employee Acknowledgement

This Performance Improvement Plan has been reviewed with me and I have had an opportunity to ask questions to make certain that I understand the expectations. By signing this, I agree to follow Alma College standards of performance and conduct.

Employee Signature

Date

Supervisors' Name and Title: (please print) _____

Supervisor Signature

Date

Distribution of copies: _____ Employee
 _____ Supervisor
 _____ Human Resources