

CCS Administrative Procedure

2.00.01 – H Performance Appraisal

Implementing Board Policy [2.00.01](#)

Contact: Human Resources

1.0 Performance Appraisal Objective and Responsibilities (summary of Board of Trustees Policy 2.00.01)

Community Colleges of Spokane (CCS), aware of its obligations as an institution of higher education and steward of the public trust, will ensure personnel administration procedures and practices comply with federal, state and local laws and statutes, are based upon sound human resource management principles, satisfy the standards of regional and national accrediting organizations, and promote a work environment of collegiality, respect and professionalism. A comprehensive performance management system is part of a positive, performance-based culture that fosters employee competence and productivity, supports achievement of organizational goals and objectives, and provides documentation of employee's strengths and areas in need of improvement.

- 1.1 CCS' performance appraisal systems shall be designed with aligning individual performance with the goal of creating and sustaining a workplace environment where faculty and staff are successful in fulfilling our mission, vision and values.
- 1.2 Community Colleges of Spokane is responsible for providing services and programs which meet the needs of the communities we serve. This responsibility is met in part through the selection and development of highly qualified and globally competent faculty and staff. CCS is responsible for assessing and communicating performance levels and developing skills which meet the needs of the organization; and comply with the requirements of accreditation, [WAC 357-34](#), applicable collective bargaining agreements and any related mandate(s).
- 1.3 The Chief Administration Officer is responsible for the development and administration of performance appraisal systems for all employee groups. This will include responsibility for ensuring:
 - 1.3.1 a high percentage of performance appraisals are completed;
 - 1.3.2 a clear linkage between employees' positions and CCS as well as the institution's missions;
 - 1.3.3 an investment in training and development (see administrative procedure [2.00.01-B](#));
 - 1.3.4 an open sharing of performance measures;
 - 1.3.5 differentiation between high and low performers; and
 - 1.3.6 recognition of good performance.
- 1.4 Each appointing authority is responsible for supporting and implementing board policy and this procedure.
- 1.5 It is the responsibility of each administrator, manager and supervisor to evaluate the performance of assigned faculty and staff as required by applicable rule, this procedure or collective bargaining agreement, and provide feedback and appropriate training/development assignments necessary to produce the optimum circumstances for success. Additionally, it is the supervisor/manager's responsibility to:
 - 1.5.1 communicate the employee's responsibility for successfully performing assigned job duties and responsibilities;
 - 1.5.2 assess how well the employee has contributed to fulfilling the objectives and mission of the organization;
 - 1.5.3 acknowledge the employee's successful job performance; and
 - 1.5.4 clearly identify performance issues and concerns.

- 1.6 It is the responsibility of each employee to meet and strive to exceed the standards established for work accomplishment and conduct, improve work effectiveness, and to perform at the highest competency levels possible throughout his/her employment. Additionally, the employee has the responsibility to:
 - 1.6.1 request clarification of any job duty, standard, or expectation that is unclear;
 - 1.6.2 perform work as assigned, follow established procedures and meet job standards and expectations;
 - 1.6.3 participate in the performance evaluation process; and
 - 1.6.4 communicate with the administrator/manager/supervisor to share successes and problems.

2.0 Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

- 2.1 Position Description: description of the specific duties and responsibilities performed, the competencies, licenses and certifications required, and the working conditions for a specific position.
- 2.2 Performance Appraisal System: the components of the performance management process to include, but not limited to, performance evaluation documents, goal setting and assessment tools, professional development plans, and other related appraisal and development practices.
- 2.3 Performance evaluation: periodic documentation, using approved forms and practices, of the employee's most recent performance.
- 2.4 Employment Category: the various categories of employment recognized by CCS, to include:
 - 2.4.1 Administrator: a contracted position listed under the category of "Administrator" on the Administrator/Exempt Salary Schedule.
 - 2.4.2 Academic: any teacher, counselor, or librarian who is not otherwise excluded by chapter [28B.52 RCW](#). Also referred to as faculty. Includes adjunct and annualized faculty for purposes of this procedure.
 - 2.4.3 Classified: a position subject to the provisions of chapter [41.06 RCW](#).
 - 2.4.4 Exempt: any position that does not fit under the Office of the State HR Director's occupational categories and is exempt as defined under the Fair Labor Standards Act, and/or is designated as exempt from the application of the rules provided in [WAC 357](#).
 - 2.4.5 Part-time: an at-will position working less than 1050 hours per year and not otherwise covered by the other employment categories herein.
- 2.5 Probationary: period served by an individual first employed by CCS, or following a break in service by a former CCS employee, during which the individual is considered to be in an at-will employment status.
- 2.6 Trial Service: probationary period served by an employee who has attained permanent status in a former position and who has promoted, transferred or demoted to a new position.

3.0 Performance Appraisal Systems by Employment Category

- 3.1 Chancellor/CEO will participate in a performance appraisal process conducted by the Board of Trustees and using processes and forms approved by the Board.
 - 3.1.1 The evaluation interval shall be as identified by the Board of Trustees.

- 3.2 Executive staff will participate in a performance appraisal process conducted by the appropriate appointing authority and using processes and forms approved by the Human Resources Office.
- 3.2.1 The evaluation interval shall be as identified by the appointing authority or as outlined in the executive employee's employment contract.
- 3.3 Administrator and Exempt staff will participate in a performance appraisal process conducted by their immediate supervisor using processes/forms provided by administration for evaluation purposes.
- 3.3.1 Administrative and Exempt staff shall also participate in an annual goal setting and assessment process designed to link individual performance with the institution or division's strategic goals.
- 3.3.2 The evaluation interval shall be as follows:
- 3.3.2.1 In first year of employment, informal feedback at 3 months and 6 months of employment, with a formal evaluation conducted on the designated evaluation date. Formal evaluations shall be conducted every two years thereafter.
- 3.3.2.2 Goal setting shall initially take place on the designated evaluation date and annually thereafter, with goal assessment occurring in all but the initial goal setting stage.
- 3.3.2.3 Each formal evaluation will include opportunity for review of the employee's position description and discussion regarding professional development.
- 3.4 Faculty will participate in formal evaluation and professional development planning using the processes, intervals and forms identified in the terms of the collective bargaining agreement.
- 3.5 Classified staff will participate in a performance appraisal process conducted by their immediate supervisor using standardized employee performance planning and electronic evaluation procedures/forms, as supplemented with special performance assessment processes that are specific to the institution's organizational needs.
- 3.5.1 The evaluation interval shall be as required by [WAC 357-34](#) or the collective bargaining agreement. Supervisors/managers shall provide feedback and formally evaluate the performance of:
- 3.5.1.1 Probationary employee (or a permanent employee serving a trial service period or transition review period): will be conducted at 3 months and prior to 6 months or 12 months of employment, as applicable, given the assigned probationary period.
- 3.5.1.2 Permanent employee: performance evaluation will be conducted on an annual basis from the date of attaining permanent status in the current position.
- 3.5.2 Each formal evaluation will include opportunity for review of the employee's position description and discussion regarding professional development.