

AP 114.00 Performance Appraisals

Associated Board Policy: 114.00 Performance Appraisals

Procedure Owner: Director of Human Resources

Related Procedures: none

I. Procedure Scope and Purpose

The performance appraisal procedure outlines the evaluation process designed to assess the performance of every full-time classified employee within the organization. This assessment occurs annually, encompassing all facets of job duties and requirements. The primary objective is to provide employees with clear feedback regarding their performance, enabling them to understand their strengths, areas for improvement, and overall contribution to organizational goals. Through this procedure, the organization supports the mission by fostering a culture of accountability, professional development, and continuous improvement, ensuring alignment between individual performance and organizational objectives.

II. Definitions

90-day Probationary Period: A trial period for 90 calendar days after official employment with the college to evaluate the performance, suitability, and compatibility of newly hired personnel.

Performance Appraisal Form: A formal document used by the college to evaluate an employee's job performance over a specific period.

III. Procedure

- a. All newly hired employees will be evaluated after a 90-day probationary period and then annually thereafter. Performance appraisals may also be used as a factor in pay-increase decisions, performance-improvement counseling efforts, and determining training needs. They will also be a significant factor in promotion decisions to fill vacant positions within the organization. Supervisors will be responsible for evaluating the performance of each direct report in their department. All supervisors will be provided appropriate training in evaluation skills, techniques, and written guidelines to help them carry out their responsibility to appraise workers fairly, accurately, and objectively.
- b. Performance appraisals will be conducted annually according to the schedule determined by the Director of Human Resources. While formal appraisal sessions are annual, supervisors are expected to observe and provide feedback on their employees' performance throughout the year. Supervisors should document information or incidents that would be helpful in making appraisals.
- c. In addition to completing the performance appraisal form, supervisors must meet with the employee to explain and discuss the evaluation and review the current job description for the position. These sessions should be held privately and free from distractions or interruptions. Employees are expected to sign their appraisals to

acknowledge their participation in the process and are entitled to receive a copy of the completed form.

- d. Employees dissatisfied with their appraisals should put their objections in writing and submit copies of this statement to their supervisor and the respective Administrative Council member, who will review the employee's complaint and determine whether further action is warranted. The employee's statement will be attached to the appraisal form.
- e. All performance appraisal documents, including any statements of dissatisfaction, will be retained in the personnel file of the employee involved.
- f. All decisions and judgments connected with the organization's performance appraisal system will be based on job-related factors. All performance measures and indicators applied to any position must be based on the requirements, responsibilities, and duties contained in the job analysis or description prepared for the position.
- g. An employee's job description, essential job functions, responsibilities, education, or experience qualifications may change at any time to fit the needs of the college.

IV. Effective Date(s)

This procedure first became effective March 26, 2024.

V. Signature and Title

This procedure is implemented by:



Title: Director of Human Resources



Annual Performance Review Form

Cowley College is committed to providing opportunities for learning excellence, personal achievement, and community engagement.

Employee: Title: Supervisor:

Instructions: Before the performance discussion with the employee, a detailed plan to address areas rated “needs improvement” or “unacceptable” must be submitted to the supervisor and human resources for review.

Evaluation Scale:

- 5 - Excellent (Consistently exceeds standards)
- 4 – Outstanding (frequently exceeds standards)
- 3 – Satisfactory (generally meets standards)
- 2 – Needs Improvement (frequently fails to meet standards)
- 1 – Unacceptable (fails to meet standards)

PEOPLE	5	4	3	2	1
Listens attentively, and communications are timely, concise, and respectful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is courteous, polite, and humble in communications with others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Values diverse opinions and displays respect towards students and co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACCOUNTABILITY					
Accepts responsibility for their actions, admits mistakes, and learns from them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to meet deadlines and produce work that meets or exceeds the required standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Displays consistent behavior and professionalism regardless of the situation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Takes responsibility for contributing and maintaining a positive attitude, energy, and work ethic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to identify problems gather information and implement effective solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INTEGRITY					
Dependable and consistent delivery on commitments to build trust within the college with others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acts honorably with honesty and trustworthiness in their interactions with others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Remains calm under pressure and finds alternative solutions to problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supports and promotes decisions of the college with others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Present and on-time for work shifts and meetings with absence notification per policy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEADERSHIP					
Displays understanding of how their job impacts co-workers, projects, and the college.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acts as a positive role model for others, exhibiting Cowley’s core values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engaged in college committees and activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates a positive attitude and effective communication.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-motivated to follow through on tasks and assignments without being prompted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall Performance



Annual Performance Review Form

Areas of Improvement

Professional Development Goals

Employee Comments

I acknowledge that this performance appraisal was conducted to evaluate my performance in the specified period and to discuss future performance and development plans. Also, my supervisor reviewed a current copy of my job description. I understand I am entitled to receive a copy of my performance appraisal with all the required signatures. I understand that I may attach any comments if I desire. I understand that a copy of this review will be maintained in my personnel file with Human Resources.

- ☐ I Agree with this Annual Performance Review
☐ I Disagree with this Annual Performance Review

Employee Signature

Date

Supervisor Signature

Date

Administrator Signature

Date