LOUISIANA COMMUNITY & TECHNICAL COLLEGE SYSTEM

TO: Dr. Monty Sullivan
LCTCS President

THROUGH: Joseph F. Marin
Vice President of Operations

FROM: Gena Doucet
Chief Human Resources and Development Officer

DATE: March 8, 2023

SUBJECT: For Review and Advisement: Revisions to LCTCS Policy #6.010 – Performance Evaluation and Salary Increases

Accepted
~~APPROVED~~
SR 3/8/23
LCTCS BOARD OF SUPERVISORS

FOR BOARD REVIEW AND ADVISEMENT

Recommendation: Staff recommends that the Board accept for review and advisement the attached revisions to LCTCS Policy #6.010 – Performance Evaluation and Salary Increases.

Background: The last time this policy was revised was in 2003. Many things have changed in the LCTCS in the past 20 years necessitating an update to the staff evaluation policy and evaluation instrument. After a year and a half review of this policy by several college functional peer groups, the policy and evaluation instrument have been updated. The intent is that the LCTCS Board Office and each college use this instrument while developing expectations from each staff employee in accordance with their respective mission and goals.

History of Prior Actions: This policy was originally drafted in March of 2001 and updated in March 2003.

Benefits to System: The proposed policy ensures that the LCTCS Board Office and each college use the same instrument for all unclassified staff employed throughout the system.

3.8.23

_____   _____
Approved for Distribution to the Board   **Date**
Dr. Monty Sullivan, President

LOUISIANA COMMUNITY & TECHNICAL COLLEGE SYSTEM

Policy # 6.010

Title: UNCLASSIFEID STAFF PERFORMANCE EVALUATION AND SALARY INCREASES

Authority: Board Authority	Original Adoption:	03/14/2001
	Effective Date:	~~10/08/2003~~ TBA
	~~L~~Last Revision:	TBA~~03/12/2003~~

~~It is the policy of the~~ Louisiana Community ~~and~~& Technical College System (LCTCS) and the LCTCS Board of Supervisors require annual ~~that a~~ performance evaluations ~~be conducted~~ for ~~on~~ each unclassified employee (staff) of the LCTCS~~system~~ and its member colleges. *(Please see policy specific to unclassified faculty for those requirements.)*~~, including faculty and staff, on an annual basis~~. The performance management process represents a continuous process of planning, communication, evaluation, development, and recognition and reward between the employee and the supervisor.

Performance evaluations are an important tool to assist management in making a wide range of employment decisions (e.g. promotion, reassignment). Although there is not direct link between the evaluation and salary, the results can be considered in making salary decisions. Salary increases will primarily be merit-based; however, the LCTCS B~~b~~oard may authorize other modes of salary increase, as deemed necessary, with appropriate supporting justification.

I. **PERFORMANCE EVALUATIONS**

Th

~~Performance Evaluation~~

e annual performance evaluation provides an opportunity to formally review each employee. The performance evaluation represents an agreement between the employee and supervisor of the critical functions which must be performed and how well the employee is meeting expectations. Supervisors must strive to provide a fair and accurate representation of the employee's performance. Supervisors are evaluated, in part, on how well they manage the performance of their employees.

A. **Employees Evaluated**
All unclassified staff of LCTCS and its member colleges are covered under this policy.

(Please see the policy specific to unclassified faculty for those requirements.)

B. Frequency of Evaluations

An annual performance evaluation must be conducted for all unclassified staff of LCTCS and its member colleges.

C. Evaluations Forms

LCTCS and all its member colleges shall use the same standardized unclassified staff evaluation and planning forms. Each college shall develop the standard expectations to align with the mission and values of the college.

D. Evaluation Process

All evaluations shall include a rating scale along with a comments section for the justification of said rating. Comments are required for each section. The performance evaluation shall:

1. Be reviewed and discussed with the employee by the supervisor
2. Be dated and signed by the employee and the supervisor

All rating of "needs improvement" or "unsatisfactory" require a written performance improvement plan.

~~A performance evaluation must be on file prior to recommendation of a salary increase for an employee of the system. Standard evaluation instruments will be used, which include:~~

~~Job specific performance criteria:~~

~~A. A rating scale that provides levels of rankings from "exceeds expectations to unsatisfactory" performance.~~

~~B. Justification for the rating as it relates to specific performance criteria.~~

~~C. Documentation of the evaluation discussion with the employee.~~

~~D. For those employees having a rating of "unsatisfactory", documentation of a plan for improvement of performance within a specific time frame.~~

~~E. Date and Signature of the supervisor conducting the evaluation.~~

~~F. Date and Signature of the employee.~~

I. IMPACT ON SALARY INCREASES ~~Salary Increases~~

Salary increases for employees of the LCTCS and its member colleges will be based on performance and the ~~appropriate~~ level of ~~workload.~~responsibilities.

A . Performance Rating

Consideration for a salary increase will be given to those employees that receive an overall performance rating of "~~satisfactory~~meets expectations" and above. In no instance will a salary increase, or promotion be granted to an employee with a rating of "needs improvement" or "unsatisfactory".

B . ~~T~~Current Evaluation on File ~~he e~~

Performance evaluations must be ~~havebeen~~ completed no more than one year prior to

the recommended salary increase. –

C. **Across the Board Increases**

Salary increases will not be awarded across-the-board, without prior bLCTCS Board of Supervisors approval. In no instance will a salary increase or promotion be granted to an employee with a rating of "unsatisfactory".

D. **Actively Working and Current Evaluation on File**

No merit increase shall be granted an employee out on leave for a period beyond 12 weeks (the (themaximum allowed under the Family and Medical Leave Act) until such time as the employee has

(1) returned to work for a minimum of six months, and (2) has received a "satisfactorymeets expectations" or above or aboveperformance rating. .

E. **Limitation of Increases**

Merit increases shall be based on the salary in place the day prior to the effective date of the merit increase.

1. No merit increase shall be granted an employee employed for a period of less than six months, or
2. No merit increase shall be granted an employee who has received a salary increase of any type within six months prior to the effective date of the merit increase, unless justification has been provided by the Chancellor and the System President has approved such for recommendation to the Board of Supervisors.

Notwithstanding the above, performance evaluations and ve, salary increases for classified employees are subjecsubject to the t to the regulations of the Louisiana Department of State Civil Service.

Please see policy specific to unclassified faculty for those requirements.

LOUISIANA COMMUNITY & TECHNICAL COLLEGE SYSTEM
Policy # 6.010

Title: UNCLASSIFEID STAFF PERFORMANCE EVALUATION

Authority: Board Authority	Original Adoption: 03/14/2001
	Effective Date: TBA
	Last Revision: TBA

Louisiana Community and Technical College System (LCTCS) and the LCTCS Board of Supervisors require annual performance evaluations for each unclassified employee (staff) of the LCTCS and its member colleges. *(Please see policy specific to unclassified faculty for those requirements.)*. The performance management process represents a continuous process of planning, communication, evaluation, development, and recognition and reward between the employee and the supervisor.

Performance evaluations are an important tool to assist management in making a wide range of employment decisions (e.g. promotion, reassignment). Although there is not direct link between the evaluation and salary, the results can be considered in making salary decisions. Salary increases will primarily be merit-based; however, the LCTCS Board may authorize other modes of salary increase, as deemed necessary, with appropriate supporting justification.

I.   PERFORMANCE EVALUATIONS
The annual performance evaluation provides an opportunity to formally review each employee. The performance evaluation represents an agreement between the employee and supervisor of the critical functions which must be performed and how well the employee is meeting expectations. Supervisors must strive to provide a fair and accurate representation of the employee's performance. Supervisors are evaluated, in part, on how well they manage the performance of their employees.

A. Employees Evaluated
All unclassified staff of LCTCS and its member colleges are covered under this policy. *(Please see the policy specific to unclassified faculty for those requirements.)*

B. Frequency of Evaluations
An annual performance evaluation must be conducted for all unclassified staff of LCTCS and its member colleges.

C. Evaluations Forms
LCTCS and all its member colleges shall use the same standardized unclassified staff evaluation and planning forms. Each college shall develop the standard expectations to align with the mission and values of the college.

D. **Evaluation Process**

All evaluations shall include a rating scale along with a comments section for the justification of said rating. Comments are required for each section. The performance evaluation shall:
1. Be reviewed and discussed with the employee by the supervisor
2. Be dated and signed by the employee and the supervisor

All rating of "needs improvement" or "unsatisfactory" require a written performance improvement plan.

I. **IMPACT ON SALARY INCREASES**

Salary increases for employees of the LCTCS and its member colleges will be based on performance and the appropriate level of responsibilities.

A. **Performance Rating**

Consideration for a salary increase will be given to those employees that receive an overall performance rating of "meets expectations" and above. In no instance will a salary increase, or promotion be granted to an employee with a rating of "needs improvement" or "unsatisfactory".

B. **Current Evaluation on File**

Performance evaluations must be completed no more than one year prior to the recommended salary increase.

C. **Across the Board Increases**

Salary increases will not be awarded across-the-board, without prior LCTCS Board of Supervisors approval.

D. **Actively Working and Current Evaluation on File**

No merit increase shall be granted an employee out on leave for a period beyond 12 weeks (the maximum allowed under the Family and Medical Leave Act) until such time as the employee has (1) returned to work for a minimum of six months, and (2) has received a "meets expectations" or above performance rating.

E. **Limitation of Increases**

Merit increases shall be based on the salary in place the day prior to the effective date of the merit increase.
1. No merit increase shall be granted an employee employed for a period of less than six months, or
2. No merit increase shall be granted an employee who has received a salary increase of any type within six months prior to the effective date of the merit increase, unless justification has been provided by the Chancellor and the System President has approved such for recommendation to the Board of Supervisors.

Notwithstanding the above, performance evaluations and salary increases for classified employees are subject to the regulations of the Louisiana Department of State Civil Service.

Please see policy specific to unclassified faculty for those requirements.

LOUISIANA COMMUNITY AND TECHNICAL COLLEGE SYSTEM
UNCLASSIFIED STAFF EVALUATION AND PLANNING FORM

Name _____ Review Period from _____ to _____

Department _____ Job Title _____

Full Time _____ Part Time ____ (% FTE) Reason for Rating: ☐ Annual ☐ Other _____

INSTRUCTIONS:

% of effort - For each section indicate the % of the employee's overall effort. Note that the total % of effort for all sections combined should equal 100%.

Comments - Provide a brief summary of the employee's activities during the evaluation period. These comments should justify the rating as indicated. Utilize any goals and objectives that may have been set in the previous evaluation period. Comments are required for all ratings.

Section Summary Rating - Rate the employee on each criteria in each section.

Overall Evaluation Rating - Provide a narrative statement that supports the overall evaluation rating for the employee.

Planning Form - Set goals and objectives for each section for the next evaluation period.

Performance Improvement Plan – Required for all employees with overall evaluation ratings of Needs Improvement or Unsatisfactory. A follow-up performance evaluation is required 90 days from the date of an overall performance rating of Needs Improvement or Unsatisfactory. Human Resources must be consulted regarding the employee's future status with the institution.

The intent of this evaluation process is to rate the individual on objectives, goals, expectations and actual performance. It is not intended to be a ranking of one employee against another.

Rating Categories and Definitions:

5 – Outstanding – Clearly and consistently demonstrates extraordinary and exceptional accomplishment in all major areas of responsibility. Performs above and beyond expectations under exceptional circumstances during the review period. Others rarely equal performance of this caliber in similar roles. May make suggestions for work improvement. Employee anticipates and responds quickly to changing situations, continually expanding knowledge and skills to address new challenges. Employee requires essentially no supervision of duties appropriate for the position.

4 – Exceeds Expectations – Performance is continually and consistently superior and regularly goes beyond what is expected. An exceptional contributor whose performance exceeds expectations on a consistent and sustainable basis.

3 – Meets Expectations – Performance consistently meets the critical requirements of the position, continually achieves preset goals and performs with distinction. Incumbent performance is reliable and consistent in adding value to the work unit.

2 – Needs Improvement – Performance does not consistently meet or occasionally falls below what is required of the position; improvement in specific areas is required.

1 – Unsatisfactory – Requires frequent, close supervision and/or the redoing of work. Few or no goals and objectives are met. Performance fails to meet minimum expectations for this role, and immediate and sustained improvement is required. Overall performance must improve in order to retain the employee in the present position.

A. Work Habits: _____% of overall effort assigned to this Section
Rate employee for all criteria in this section.

Criteria for Evaluation and Comments		Rating				
1. **Workload Management** – Demonstrates competence in performance of duties as outlined in the position description. **Comments:**		1	2	3	4	5
2. **Dependability** – Prioritizes work and submits completed work on a timely basis in an orderly and efficient manner. Makes effective use of time. Responds to business communications in a timely manner, i.e. telephone calls, faxes, emails. Maintains appropriate office hours. Keeps appointments on time. Employee is dependable and has a minimum of unplanned absences. Self-motivated, commits time as necessary to fulfill responsibilities of position. **Comments:**		1	2	3	4	5
3. **Adaptability** – Adjusts behavior to fit the situation or person as appropriate. Modifies operational procedures, plans and goals to meet changing institutional demands and opportunities. Demonstrates a capacity to quickly adapt to change, shortening the response time of all processes and systems. Delegates authority and assumes responsibility, as appropriate. **Comments:**		1	2	3	4	5
4. **Professional Development** – Completes all mandatory institutional trainings by established deadlines. Completes all departmental professional development and trainings by established deadlines. Attends and participates in continuing education opportunities (conferences/workshops). Seeks to advance the knowledge base of the institution. Keeps current on best practices. Completes required ongoing education. Welcomes each learning opportunity. **Comments:**		1	2	3	4	5

Section A Summary Rating - Add the rating numbers together and divide by the total number of criteria in each section. Show Section Summary Rating in box at right (round to 2 decimal places).	.

B. Behavioral Standards: _____% of overall effort assigned to this Section
Rate employee for all criteria in this section.

Criteria for Evaluation and Comments   Rating

Criteria		1	2	3	4	5
1. **Communication –** Models effective communication for others. Brings the right people to the table to offer solutions. Uses positive words. Acknowledges everyone with a smile. Responds to others in a timely manner. Reads institutional communications. Always engages students, guests, and co-workers. Uses appropriate communication channels. Assumes responsibility for communicating relevant information to co-workers and supervisor in a timely manner. Listens to and considers the views of others. Considers the advantages, disadvantages, usefulness, potential results and other relevant factors of alternatives. Presents points thoughtfully. Applies feedback received. If required to conduct meetings: prepares agenda, defines purpose of meeting, encourages participation, considers and follows up on suggestions. **Comments**:		1	2	3	4	5
2. **Accountability –** Embraces institutional culture and leads change. Owns work. Does the right thing, always. Is open to change. Upholds institutional policies and procedures. **Comments**:		1	2	3	4	5
3. **Excellence –** Believes in the institution. Lives out values of the institution. Participates in performance improvement. Is consistent in all work. Champions best practices. Find ways to say, "yes". Implements process improvement projects. Achieves positive results you didn't think were possible. **Comments**:		1	2	3	4	5
4. **Diversity, Equity & Inclusion –** Fosters, demonstrates, and actively participates in a culture of mutual respect for students, guests, and co-workers from all backgrounds, perspectives and abilities. **Comments**:		1	2	3	4	5

Section B Summary Rating - Add the rating numbers together and divide by the total number of criteria in each section. Show Section Summary Rating in box at right (round to 2 decimal places).	**.**

C. Institutional Support: _____% of overall effort assigned to this Section.
Rate employee for all criteria in this section.

Criteria for Evaluation and Comments   **Rating**

	1	2	3	4	5
1. **Engagement –** Participates on a committee, task force, or functional committee as required. Assists with events, both internal and external for the institution. Participates in recruiting and advising activities as needed. Provides both administrative and academic support to the college. Provides informational tools to assist in enhancing processes. **Comments**:					
2. **Concern with Impact –** Concentrates on outcomes, works across departmental boundaries. Resolves problems with minimum impact on students, guests, and coworkers. Capitalizes on opportunities to reduce costs, improve customer service/satisfaction and increase productivity. Pursues and encourages opportunities that foster learning, growth and development. **Comments**:					
3. **Employee Ownership –** Genuine role model. Champions the vision/mission of the Institution. Shows pride in work and team. Focuses on the success of self, team, and the institution. Presents a positive image and attitude. **Comments**:					
4. **Future Oriented –** Anticipates internal and external forces that will impact the future effectiveness and efficiency of the unit and responds with needed changes. Thinks dynamically and fosters creative approaches or imaginative solutions. **Comments**:					

Section C Summary Rating - Add the rating numbers together and divide by the total number of criteria in each section. Show Section Summary Rating in box at right (round to 2 decimal places).	.

D. Team Relations: _____ % of overall effort assigned to this Section
Rate employee for all criteria in this section.

Criteria for Evaluation and Comments		Rating				
		1	2	3	4	5
1. **Team Work –** Positively engages with the team and offers potential solutions. "Yes" attitude. Promotes and leads change with follow through on implementation. Shares talents, information and work. Engages with others in the institution. Goes beyond expectations and anticipates needs. Is flexible with time. Joins committees to make a difference. Treats others with dignity and respect. Contributes to an environment where differences are valued and encouraged. Seeks to build internal and external partnerships to better accomplish goals. **Comments:**						
2. **Sharing of Expertise –** Participates and/or chairs committees. Presents at conferences. Presents at professional development workshops. Mentors new staff. Shares and/or leads best practices. Sponsors student organizations or institutional organizations. Shares experience/knowledge. **Comments:**						
3. **Respect –** Sees and acknowledges value in others. Demonstrates pride in what they do and where they work. Treats students, guests and co-workers with respect. Escorts people personally to their destinations. Shows consideration for the work of others. Makes new staff members feel welcome. Respects the workplace; keeps it clean. **Comments:**						
4. **Safe Space to Work –** Ensure a safe and respectable environment. Report any unacceptable behavior or environment which may violate policies (harassment, title IX, power-based violence, discrimination, etc.). **Comments:**						

Section D Summary Rating - Add the rating numbers together and divide by the total number of criteria in each section. Show Section Summary Rating in box at right (round to 2 decimal places).	.

If employee does not have supervisory/management responsibilities, proceed to Overall Evaluation Narrative Summary.

EVALUATION OF LEADERSHIP/MANAGEMENT
(Do not complete this section unless the employee has supervisory duties)

E. Leadership/Management (Supervisors Only): _____ **% of overall effort assigned to this Section**
Rate employee for all criteria in this section.

Criteria for Evaluation and Comments   **Rating**

Criteria	N/A	1	2	3	4	5
1. **Work Group Management** – Sets realistic but challenging work goals. Provides appropriate resources and training. **Comments:**	N/A	1	2	3	4	5
2. **Leadership Skills** – Encourages input and creativity in work methods. Shares information and keeps staff up-to-date. Communicates needs, ideas and expectations clearly, convincingly, confidently and positively. Listens effectively to needs, ideas and expectations. **Comments**:	N/A	1	2	3	4	5
3. **Performance Management** – Develops performance plan jointly with subordinate, communicating performance expectations clearly. Conducts thorough and timely performance reviews with subordinates; provides feedback throughout the performance period. Takes appropriate disciplinary action as needed. Ensures mandatory training compliance. **Comments**:	N/A	1	2	3	4	5
4. **Managing Diversity** – Creates a work environment that embraces diversity. Promotes a diverse workplace. Develops, evaluates and rewards employees consistent with the goal of creating a diverse workforce. Respects roles of others. Recruits diverse search committees. **Comments:**	N/A	1	2	3	4	5

Section E Summary Rating - Add the rating numbers together and divide by the total number of criteria in each section. Show Section Summary Rating in box at right (round to 2 decimal places).	.

OVERALL EVALUATION SUMMARY NARRATIVE:

OVERALL EVALUATION RATING: Transfer the corresponding Section Summary Rating into the Overall Evaluation Rating Calculator then multiply by the % of effort assigned to the Section to determine the Weighted Rating. Total the Weighted Rating for all sections to determine the Overall Evaluation Rating.

Section	% Effort Assigned to Section		Section Summary Rating		Weighted Rating
A Work Habits		x		=	
B Behavioral Standards		x		=	
C Institutional Support		x		=	
D Team Relations		x		=	
E Leadership/Management (Supervisors Only)		x		=	
Overall Evaluation Rating	100%				

Overall Rating Scale =	Overall Rating Category
4.50 – 5.00	Outstanding
3.50 – 4.49	Exceeds Expectations
2.50 – 3.49	Meets Expectations
1.50 – 2.49	Needs Improvement *
1.00 – 1.49	Unsatisfactory *

*Requires Performance Improvement Plan

EMPLOYEE COMMENTS:

Supervisor Signature	Print Supervisor Name	Date
Reviewer Signature (Optional)	Print Reviewer Name	Date
Employee Signature*	Print Employee Name	Date

*Signature acknowledges that this form was discussed and reviewed. It does not indicate agreement or disagreement.

A copy of this signed document must be issued to the employee.

PLANNING FORM

Name _____ Review Period from _____ to _____

Department _____ Job Title _____

Instructions:

Describe the developmental goals and objectives intended for the employee to pursue during the coming year. It is recommended that the description be specific so that at the end of the year there will be as little ambiguity as possible in judging whether each goal was achieved. <u>It is recognized that some plans will be changed during the year and that not all goals will be achieved for a variety of reasons.</u>

Set at least two objectives per Section that will aid the employee's performance development. SMARTIE goals should be used to help guide goal setting (Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive, Equitable).

Goals and Objectives

Section A – Work Habits

	Begin Date	Completion Date
➢ _____	_____	_____
➢ _____	_____	_____

Status of Goals and Objectives at Review Date:

Section B – Behavioral Standards

	Begin Date	Completion Date
➢ _____	_____	_____
➢ _____	_____	_____

Status of Goals and Objectives at Review Date:

Section C – Institutional Support

	Begin Date	Completion Date

➢ _____ _____ _____

➢ _____ _____ _____

> Status of Goals and Objectives at Review Date:

Section D – Team Relations

	Begin Date	Completion Date

➢ _____ _____ _____

➢ _____ _____ _____

> Status of Goals and Objectives at Review Date:

Section E – Leadership/Management (Supervisors Only)

	Begin Date	Completion Date

➢ _____ _____ _____

➢ _____ _____ _____

> Status of Goals and Objectives at Review Date:

The goals and objectives listed above have been discussed and are understood.

_____   _____   _____   _____
Supervisor Signature   Begin Date   Supervisor Signature   Review Date

_____   _____   _____   _____
Reviewer Signature (Optional)   Begin Date   Reviewer Signature (Optional)   Review Date

_____   _____   _____   _____
Employee Signature   Begin Date   Employee Signature   Review Date

PERFORMANCE IMPROVEMENT PLAN
(Required for Overall Performance Ratings of Needs Improvement and Unsatisfactory)

Name _____ Review Period from _____ to _____

Department _____ Job Title _____

This Performance Improvement Plan has been established for this employee due to receipt of an overall performance evaluation rating of Needs Improvement or Unsatisfactory, or a mid review period.

☐ **Needs Improvement**

☐ **Unsatisfactory**

☐ **Mid Review Period**

Identify the area(s) where performance improvement is needed. For each area identified establish goals and objectives that are required to be met. SMARTIE goals should be used to help guide goal setting (Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive, Equitable). Be sure to assign a begin date for each planned activity, an expected outcome completion date and a review date for area for performance improvement. A follow-up performance evaluation is required 90 days from the date of the Needs Improvement or Unsatisfactory performance rating. Human Resources must be consulted regarding the employee's future status with the institution.

Area for Performance Improvement:

Planned activity and expected outcome:

Begin Date: _____ Outcome Completion Date: _____ Review Date: _____

Status of Planned Activity and Expected Outcome at Review Date:

The undersigned understand that it is necessary at this time to focus on the indicated area(s) for performance improvement. It is noted that disciplinary action(s) may be taken at any point if performance does not indicate significant improvement.

_____ _____ _____ _____
Supervisor Signature   Begin Date   Supervisor Signature   Review Date

_____ _____ _____ _____
Reviewer Signature (Optional) Begin Date   Reviewer Signature (Optional)   Review Date

_____ _____ _____ _____
Employee Signature   Begin Date   Employee Signature   Review Date

LOUISIANA COMMUNITY AND TECHNICAL COLLEGE SYSTEM
UNCLASSIFIED STAFF EVALUATION AND PLANNING FORM

Name _____ Review Period from _____ to _____

Department _____ Job Title _____

Full Time _____ Part Time _____ (% FTE) Reason for Rating: ☐ Annual ☐ Other _____

INSTRUCTIONS:

% of effort - For each section indicate the % of the employee's overall effort. Note that the total % of effort for all sections combined should equal 100%.

Comments - Provide a brief summary of the employee's activities during the evaluation period. These comments should justify the rating as indicated. Utilize any goals and objectives that may have been set in the previous evaluation period. Comments are required for all ratings.

Section Summary Rating - Rate the employee on each criteria in each section.

Overall Evaluation Rating - Provide a narrative statement that supports the overall evaluation rating for the employee.

Planning Form - Set goals and objectives for each section for the next evaluation period.

Performance Improvement Plan – Required for all employees with overall evaluation ratings of Needs Improvement or Unsatisfactory. A follow-up performance evaluation is required 90 days from the date of an overall performance rating of Needs Improvement or Unsatisfactory. Human Resources must be consulted regarding the employee's future status with the institution.

The intent of this evaluation process is to rate the individual on objectives, goals, expectations and actual performance. It is not intended to be a ranking of one employee against another.

Rating Categories and Definitions:

5 – Outstanding – Clearly and consistently demonstrates extraordinary and exceptional accomplishment in all major areas of responsibility. Performs above and beyond expectations under exceptional circumstances during the review period. Others rarely equal performance of this caliber in similar roles. May make suggestions for work improvement. Employee anticipates and responds quickly to changing situations, continually expanding knowledge and skills to address new challenges. Employee requires essentially no supervision of duties appropriate for the position.

4 – Exceeds Expectations – Performance is continually and consistently superior and regularly goes beyond what is expected. An exceptional contributor whose performance exceeds expectations on a consistent and sustainable basis.

3 – Meets Expectations – Performance consistently meets the critical requirements of the position, continually achieves preset goals and performs with distinction. Incumbent performance is reliable and consistent in adding value to the work unit.

2 – Needs Improvement – Performance does not consistently meet or occasionally falls below what is required of the position; improvement in specific areas is required.

1 – Unsatisfactory – Requires frequent, close supervision and/or the redoing of work. Few or no goals and objectives are met. Performance fails to meet minimum expectations for this role, and immediate and sustained improvement is required. Overall performance must improve in order to retain the employee in the present position.

A. Work Habits: ____% of overall effort assigned to this Section
Rate employee for all criteria in this section.

Criteria for Evaluation and Comments   Rating

Criteria	1	2	3	4	5
1. **Workload Management –** Demonstrates competence in performance of duties as outlined in the position description. **Comments:**	1	2	3	4	5
2. **Dependability –** Prioritizes work and submits completed work on a timely basis in an orderly and efficient manner. Makes effective use of time. Responds to business communications in a timely manner, i.e. telephone calls, faxes, emails. Maintains appropriate office hours. Keeps appointments on time. Employee is dependable and has a minimum of unplanned absences. Self-motivated, commits time as necessary to fulfill responsibilities of position. **Comments:**	1	2	3	4	5
3. **Adaptability –** Adjusts behavior to fit the situation or person as appropriate. Modifies operational procedures, plans and goals to meet changing institutional demands and opportunities. Demonstrates a capacity to quickly adapt to change, shortening the response time of all processes and systems. Delegates authority and assumes responsibility, as appropriate. **Comments:**	1	2	3	4	5
4. **Professional Development –** Completes all mandatory institutional trainings by established deadlines. Completes all departmental professional development and trainings by established deadlines. Attends and participates in continuing education opportunities (conferences/workshops). Seeks to advance the knowledge base of the institution. Keeps current on best practices. Completes required ongoing education. Welcomes each learning opportunity. **Comments:**	1	2	3	4	5

Section A Summary Rating - Add the rating numbers together and divide by the total number of criteria in each section. Show Section Summary Rating in box at right (round to 2 decimal places).	.

B. Behavioral Standards: _____ % of overall effort assigned to this Section
Rate employee for all criteria in this section.

Criteria for Evaluation and Comments   **Rating**

Criteria		1	2	3	4	5
1. **Communication –** Models effective communication for others. Brings the right people to the table to offer solutions. Uses positive words. Acknowledges everyone with a smile. Responds to others in a timely manner. Reads institutional communications. Always engages students, guests, and co-workers. Uses appropriate communication channels. Assumes responsibility for communicating relevant information to co-workers and supervisor in a timely manner. Listens to and considers the views of others. Considers the advantages, disadvantages, usefulness, potential results and other relevant factors of alternatives. Presents points thoughtfully. Applies feedback received. If required to conduct meetings: prepares agenda, defines purpose of meeting, encourages participation, considers and follows up on suggestions. **Comments**:						
2. **Accountability –** Embraces institutional culture and leads change. Owns work. Does the right thing, always. Is open to change. Upholds institutional policies and procedures. **Comments**:						
3. **Excellence –** Believes in the institution. Lives out values of the institution. Participates in performance improvement. Is consistent in all work. Champions best practices. Find ways to say, "yes". Implements process improvement projects. Achieves positive results you didn't think were possible. **Comments:**						
4. **Diversity, Equity & Inclusion –** Fosters, demonstrates, and actively participates in a culture of mutual respect for students, guests, and co-workers from all backgrounds, perspectives, and abilities. **Comments:**						

Section B Summary Rating - Add the rating numbers together and divide by the total number of criteria in each section. Show Section Summary Rating in box at right (round to 2 decimal places).	**.**

C. Institutional Support: _____% of overall effort assigned to this Section.
Rate employee for all criteria in this section.

Criteria for Evaluation and Comments   Rating

Criteria	1	2	3	4	5
1. **Engagement** – Participates on a committee, task force, or functional committee as required. Assists with events, both internal and external for the institution. Participates in recruiting and advising activities as needed. Provides both administrative and academic support to the college. Provides informational tools to assist in enhancing processes. **Comments:**	1	2	3	4	5
2. **Concern with Impact** – Concentrates on outcomes, works across departmental boundaries. Resolves problems with minimum impact on students, guests, and coworkers. Capitalizes on opportunities to reduce costs, improve customer service/satisfaction and increase productivity. Pursues and encourages opportunities that foster learning, growth and development. **Comments**:	1	2	3	4	5
3. **Employee Ownership** – Genuine role model. Champions the vision/mission of the Institution. Shows pride in work and team. Focuses on the success of self, team, and the institution. Presents a positive image and attitude. **Comments:**	1	2	3	4	5
4. **Future Oriented** – Anticipates internal and external forces that will impact the future effectiveness and efficiency of the unit and responds with needed changes. Thinks dynamically and fosters creative approaches or imaginative solutions. **Comments:**	1	2	3	4	5

Section C Summary Rating - Add the rating numbers together and divide by the total number of criteria in each section. Show Section Summary Rating in box at right (round to 2 decimal places).	**.**

D. Team Relations: _____ % of overall effort assigned to this Section
Rate employee for all criteria in this section.

Criteria for Evaluation and Comments		**Rating**				
1. **Team Work –** Positively engages with the team and offers potential solutions. "Yes" attitude. Promotes and leads change with follow through on implementation. Shares talents, information and work. Engages with others in the institution. Goes beyond expectations and anticipates needs. Is flexible with time. Joins committees to make a difference. Treats others with dignity and respect. Contributes to an environment where differences are valued and encouraged. Seeks to build internal and external partnerships to better accomplish goals. **Comments:**		1	2	3	4	5
2. **Sharing of Expertise –** Participates and/or chairs committees. Presents at conferences. Presents at professional development workshops. Mentors new staff. Shares and/or leads best practices. Sponsors student organizations or institutional organizations. Shares experience/knowledge. **Comments:**		1	2	3	4	5
3. **Respect –** Sees and acknowledges value in others. Demonstrates pride in what they do and where they work. Treats students, guests and co-workers with respect. Escorts people personally to their destinations. Shows consideration for the work of others. Makes new staff members feel welcome. Respects the workplace; keeps it clean. **Comments:**		1	2	3	4	5
4. **Safe Space to Work –** Ensure a safe and respectable environment. Report any unacceptable behavior or environment which may violate policies (harassment, title IX, power-based violence, discrimination, etc.). **Comments:**		1	2	3	4	5

Section D Summary Rating - Add the rating numbers together and divide by the total number of criteria in each section. Show Section Summary Rating in box at right (round to 2 decimal places).	.

If employee does not have supervisory/management responsibilities, proceed to Overall Evaluation Narrative Summary.

EVALUATION OF LEADERSHIP/MANAGEMENT
(Do not complete this section unless the employee has supervisory duties)

E. Leadership/Management (Supervisors Only):
Rate employee for all criteria in this section.

% of overall effort assigned to this Section

Criteria for Evaluation and Comments			**Rating**				
1. **Work Group Management** – Sets realistic but challenging work goals. Provides appropriate resources and training. **Comments:**	N/A	1	2	3	4	5	
2. **Leadership Skills** – Encourages input and creativity in work methods. Shares information and keeps staff up-to-date. Communicates needs, ideas and expectations clearly, convincingly, confidently and positively. Listens effectively to needs, ideas and expectations. **Comments:**	N/A	1	2	3	4	5	
3. **Performance Management** – Develops performance plan jointly with subordinate, communicating performance expectations clearly. Conducts thorough and timely performance reviews with subordinates; provides feedback throughout the performance period. Takes appropriate disciplinary action as needed. Ensures mandatory training compliance. **Comments**:	N/A	1	2	3	4	5	
4. **Managing Diversity** – Creates a work environment that embraces diversity. Promotes a diverse workplace. Develops, evaluates and rewards employees consistent with the goal of creating a diverse workforce. Respects roles of others. Recruits diverse search committees. **Comments:**	N/A	1	2	3	4	5	

Section E Summary Rating - Add the rating numbers together and divide by the total number of criteria in each section. Show Section Summary Rating in box at right (round to 2 decimal places).	.

OVERALL EVALUATION SUMMARY NARRATIVE:

OVERALL EVALUATION RATING: Transfer the corresponding Section Summary Rating into the Overall Evaluation Rating Calculator then multiply by the % of effort assigned to the Section to determine the Weighted Rating. Total the Weighted Rating for all sections to determine the Overall Evaluation Rating.

Section	% Effort Assigned to Section		Section Summary Rating		Weighted Rating
A Work Habits		x		=	
B Behavioral Standards		x		=	
C Institutional Support		x		=	
D Team Relations		x		=	
E Leadership/Management (Supervisors Only)		x		=	
Overall Evaluation Rating	100%				

Overall Rating Scale =	Overall Rating Category
4.50 – 5.00	Outstanding
3.50 – 4.49	Exceeds Expectations
2.50 – 3.49	Meets Expectations
1.50 – 2.49	Needs Improvement *
1.00 – 1.49	Unsatisfactory *

*Requires Performance Improvement Plan

EMPLOYEE COMMENTS:

_____   _____   _____
Supervisor Signature   Print Supervisor Name   Date

_____   _____   _____
Reviewer Signature (Optional)   Print Reviewer Name   Date

_____   _____   _____
Employee Signature*****   Print Employee Name   Date

*Signature acknowledges that this form was discussed and reviewed. It does not indicate agreement or disagreement.

A copy of this signed document must be issued to the employee.

PLANNING FORM

Name _____ Review Period from _____ to _____

Department _____ Job Title _____

Instructions:

Describe the developmental goals and objectives intended for the employee to pursue during the coming year. It is recommended that the description be specific so that at the end of the year there will be as little ambiguity as possible in judging whether each goal was achieved. It is recognized that some plans will be changed during the year and that not all goals will be achieved for a variety of reasons.

Set at least two objectives per Section that will aid the employee's performance development. SMARTIE goals should be used to help guide goal setting (Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive, Equitable).

Goals and Objectives

Section A – Work Habits

	Begin Date	Completion Date
➢ _____	_____	_____
➢ _____	_____	_____

Status of Goals and Objectives at Review Date:

Section B – Behavioral Standards

	Begin Date	Completion Date
➢ _____	_____	_____
➢ _____	_____	_____

Status of Goals and Objectives at Review Date:

Section C – Institutional Support

	Begin Date	Completion Date
➤ _____	_____	_____
➤ _____	_____	_____

Status of Goals and Objectives at Review Date:

Section D – Team Relations

	Begin Date	Completion Date
➤ _____	_____	_____
➤ _____	_____	_____

Status of Goals and Objectives at Review Date:

Section E – Leadership/Management (Supervisors Only)

	Begin Date	Completion Date
➤ _____	_____	_____
➤ _____	_____	_____

Status of Goals and Objectives at Review Date:

The goals and objectives listed above have been discussed and are understood.

_____	_____	_____	_____
Supervisor Signature	Begin Date	Supervisor Signature	Review Date
_____	_____	_____	_____
Reviewer Signature (Optional)	Begin Date	Reviewer Signature (Optional)	Review Date
_____	_____	_____	_____
Employee Signature	Begin Date	Employee Signature	Review Date

PERFORMANCE IMPROVEMENT PLAN
(Required for Overall Performance Ratings of Needs Improvement and Unsatisfactory)

Name _____Review Period from_____to_____

Department _____ Job Title _____

This Performance Improvement Plan has been established for this employee due to receipt of an overall performance evaluation rating of Needs Improvement or Unsatisfactory, or a mid review period.

☐   ***Needs Improvement***

☐   ***Unsatisfactory***

☐   ***Mid Review Period***

Identify the area(s) where performance improvement is needed. For each area identified establish goals and objectives that are required to be met. SMARTIE goals should be used to help guide goal setting (Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive, Equitable). Be sure to assign a begin date for each planned activity, an expected outcome completion date and a review date for area for performance improvement. A follow-up performance evaluation is required 90 days from the date of the Needs Improvement or Unsatisfactory performance rating. Human Resources must be consulted regarding the employee's future status with the institution.

Area for Performance Improvement:

Planned activity and expected outcome:

Begin Date: _____ Outcome Completion Date: _____ Review Date: _____

Status of Planned Activity and Expected Outcome at Review Date:

The undersigned understand that it is necessary at this time to focus on the indicated area(s) for performance improvement. It is noted that disciplinary action(s) may be taken at any point if performance does not indicate significant improvement.

_____ _____ _____ _____
Supervisor Signature   Begin Date   Supervisor Signature   Review Date

_____ _____ _____ _____
Reviewer Signature (Optional)   Begin Date   Reviewer Signature (Optional)   Review Date

_____ _____ _____ _____
Employee Signature   Begin Date   Employee Signature   Review Date

Signature: _Gena Doucet_
Gena Doucet (Mar 3, 2023 16:16 CST)

Email: genadoucet@lctcs.edu

Signature: _Joseph J Marin_
Joseph Marin (Mar 3, 2023 16:33 CST)

Email: jmarin@lctcs.edu

I.13. Policy 6.010 Revisions Unclassified Staff Evaluation

Final Audit Report   2023-03-03

Created:	2023-03-03
By:	Sara Kleinpeter (sarakleinpeter1@lctcs.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAA8uj29IBRZZHvkCTgaEcS1kHmPojOE_H1

"I.13. Policy 6.010 Revisions Unclassified Staff Evaluation" History

Document created by Sara Kleinpeter (sarakleinpeter1@lctcs.edu)
2023-03-03 - 10:08:29 PM GMT- IP address: 68.72.117.244

Document emailed to Gena Doucet (genadoucet@lctcs.edu) for signature
2023-03-03 - 10:11:11 PM GMT

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2023-03-03 - 10:15:36 PM GMT- IP address: 104.47.70.126

Document e-signed by Gena Doucet (genadoucet@lctcs.edu)
Signature Date: 2023-03-03 - 10:16:15 PM GMT - Time Source: server- IP address: 174.69.158.175

Document emailed to Joseph Marin (jmarin@lctcs.edu) for signature
2023-03-03 - 10:16:16 PM GMT

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2023-03-03 - 10:33:09 PM GMT- IP address: 104.47.55.126

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Signature Date: 2023-03-03 - 10:33:23 PM GMT - Time Source: server- IP address: 68.105.38.238

Document emailed to Katie Waldrop (katiewaldrop@lctcs.edu) for signature
2023-03-03 - 10:33:25 PM GMT

Email viewed by Katie Waldrop (katiewaldrop@lctcs.edu)
2023-03-03 - 11:01:27 PM GMT- IP address: 104.47.55.126

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Signature Date: 2023-03-03 - 11:02:28 PM GMT - Time Source: server- IP address: 24.158.216.220

✅ **Agreement completed.**
2023-03-03 - 11:02:28 PM GMT