



Performance Review & Appraisal Policy:

Approved By and Date:

Board of Trustees, 9-18-2018

Executive Leadership Team, 9-14-2018

The employee evaluation process is designed to ensure the continued quality of Kilgore College's educational services by systematically collecting information pertinent to measuring an individual's performance and potential. The process is intended to evaluate current performance, monitoring both strengths and weaknesses; to provide information necessary to the individual's career development plan; to improve communication between supervisor and employee; and, most importantly, to enhance each individual's performance, thus benefiting the College's students, administration, faculty, staff, and community. The entire process is predicated upon a positive, constructive approach to performance appraisal.

Performance Review & Appraisal Procedures:

Approved By and Date:

Executive Leadership Team, 7-23-2018

Performance Review & Appraisal (PR&A) should be viewed as a process, rather than an event. While certain activities may occur on an established schedule, the process of improvement and communication should continue throughout the year. All full time staff employees of the College are evaluated using the same performance evaluation tool and process. All full time faculty members are evaluated using the same performance tool and process. During the performance review conference, supervisors are provided with feedback from their direct reports which informs of any areas for growth related to leadership abilities. The president of the College is evaluated annually by the Board of Trustees. Adjunct faculty are evaluated through a separate format as stipulated below. Part time staff are evaluated according to formats and criteria established in the respective departments. Professional Development activities are expected of all full time employees annually. New employees are on a six month provisional period and will be given a PR&A at the end of the six month period.

Performance Review & Appraisal of Full Time Staff Employees:

- In preparation for the upcoming year, performance goals are established through a mutual decision process between the employee and the supervisor.
- Professional development activities planned are projected for the upcoming year.
- Through-out the year, the supervisor will provide feedback on performance.
- Mid-way through the year, a short conference will be conducted between the supervisor and the employee to get a status check on the employee's goals and professional development activities.
- Prior to the actual performance review in the spring of each year, the supervisor will:
 - a. Review the job description for any needed changes.
 - b. For those direct reports who in turn supervise other employees, distribute the Supervisor Feedback form to applicable individuals.

- In the spring of each year the supervisor will conduct a performance review conference with the employee, reviewing the progress on goals and professional development activities completed, as well as the supervisor ratings on the performance factors. The conference is documented on the PR&A form, completed with signatures, and submitted to Human Resources (HR). Any supplemental materials are attached and submitted as needed including, but not limited to, performance improvement plans, progressive disciplinary documents, etc.
- In cases of disagreement with the appraisal, an employee has the right to submit additional comments to be included in his/her personnel file. Employees have up to five (5) working days after the conference to complete their comments and return to the supervisor if necessary.
- A copy of the PR&A form is made available to the employee and supervisor for their files.

Supervisor Feedback Process:

- Approximately two months in advance of the performance review conference, Supervisor Feedback forms will be distributed to the direct reports of each supervisor.
- In cases where fewer than three (3) employees report to the intended supervisor, additional individuals who work closely with the supervisor in other capacities may be added at the discretion of HR in order to preserve anonymity.
- The supervisor's supervisor will compile comments and provide the results of the feedback process to the supervisor at the time of the performance review conference.
- A copy of the feedback compilation will be attached to the completed PR&A form when submitted to HR and individual feedback forms will be retained by HR.

Performance Review and Appraisal of Full Time Faculty:

- Full Time Faculty members are evaluated every two years through the use of in-class observation (or online observation utilizing Blackboard), and a number of factors, which include student evaluations, grade distribution, student retention (grades of W), instructor insights and documentation of professional development.
- The department chair or the assistant department chair, if applicable is responsible for ensuring the evaluation is carried out. The divisional dean can assist when needed.
- In the case of in-class observation, the full time faculty member will be notified prior to the event of an in-class observation. The department chair or the assistant department chair will sit in on a class period and monitor classroom activity.
- Department chairs or assistant department chairs are assigned monitoring rights for all Blackboard courses in their division.
- *Instructor Insights and the Professional Development Report* is filled out by the Faculty member and submitted as part of the evaluation process. The planned professional development is projected for the upcoming year.
- The conference is documented on the PR&A form, completed with signatures, and submitted to HR. Any supplemental materials are attached and submitted as needed including but not limited to in-class room visitation appraisal or Blackboard, student evaluations, grade distribution, performance improvement plans, and progressive disciplinary documents, etc.
- A copy of the PR&A form and other supporting documentation is made available to the employee and department chair/assistant department chair for their files.

Performance Review and Appraisal of Adjunct Faculty:

- Adjunct faculty members are evaluated during their first semester of hire and periodically thereafter through a process of in-class observation or Blackboard, and a number of factors, which include student evaluations, grade distribution, and student retention (grades of W).
- The department chairs or the assistant department chairs, if applicable, are responsible for ensuring the evaluation is carried out.
- In the case of in-class observation, the adjunct faculty member will be notified prior to the need for in-class observation. The department chair or assistant department chair will sit in on a class period and

monitor classroom activity. The written observation will be discussed with the adjunct faculty member at a later time and signed by both parties.

- Department chairs or assistant department chairs are assigned monitoring rights for all Blackboard courses in the division. Adjunct faculty members' courses are closely monitored over their first semester of hire. Department chairs or assistant department chairs maintain monitoring for all semesters beyond the first semester.
- Adjunct faculty members' classes are evaluated by students every semester. Department chairs or assistant department chairs examine course evaluations and discuss feedback with adjuncts.
 - a. Positive feedback is noted and the evaluations are shared with the instructor.
 - b. Negative feedback is discussed, the evaluations shared with the instructor, and plans for improvement are made and monitored in the next semester.
 - c. Extremely negative student evaluations may result in the instructor not being hired to teach courses in future semesters.
- Adjunct faculty members are employed on a course by course basis and evaluation results from all methods above are used to inform the decision of department chairs or assistant department chairs to offer employment in future courses.

Professional Development Expectations:

- Each full time Kilgore College employee is required to participate in professional development activities in order to promote professional growth.
- Kilgore College employees plan and implement their own professional development plans. Completion of professional development plans will be a critical component for performance expectations.
- In developing a professional development plan, employees should assess their own professional development needs, and develop an effective plan to get those needs accomplished.
- Various forms of professional development may be available to employees and include on-campus activities, conferences/seminars/workshops, and webinars. Employees should consult with HR for requests involving sabbatical leave.
- The College will provide a positive environment for employee professional growth and development. Professional employees will be given opportunities and encouraged to continue studies in their areas of specialization.
- Non-teaching professionals may attend appropriately related workshops, seminars, courses, and activities as a means of satisfying professional development requirements.
- Instructors are expected to meet their professional growth responsibilities by completing one of the following every three years:
 - a. Three hours of college coursework, or work beyond their present developmental level.
 - b. Thirty hours of involvement in workshops, seminars, and professionally sponsored activities approved by the divisional dean. Coursework in pedagogy, community college curriculum, human resource-related topics, and technology education is strongly encouraged.