

<b>LCCC Employee Performance Evaluation Procedure</b>	Procedure Number	6.7P
	Effective Date	March 16, 2021

### 1.0 PURPOSE

The purpose of this procedure is to document the College’s process for evaluating the job performance of all full-time LCCC employees. Each full-time, benefit-eligible employee is to be formally evaluated on an annual basis, at the completion of each calendar year by the employee’s supervisor using LCCC’s online performance management system. The evaluation is based upon the employee’s overall job performance and goal accomplishments for that year’s performance evaluation cycle. This formal evaluation and associated documentation then become part of the employee’s official employment record.

### 2.0 REVISION HISTORY

Adopted on: 1/3/89  
Revised on: 3/16/2021, 10/22/25

### 3.0 PERSONS AFFECTED

All full-time, benefit-eligible LCCC employees are covered by this procedure.

### 4.0 DEFINITIONS

- A. *Continuous Coaching* – The process by which a supervisor provides frequent and specific feedback to an employee regarding their job performance including agreed upon performance expectations. Continuous coaching will be documented as a part of the evaluation cycle two (2) times per year through documented “check-ins.”
- B. *Evaluation Phase* – This is the final stage of the performance evaluation cycle. This is the only time when performance ratings are assigned and subsequently discussed. The most formal part of the evaluation process, the output becomes a permanent part of an employee’s record. This phase closes out the evaluation process for that year’s performance evaluation cycle.
- C. *Goal* – Goals are the first section completed during the Planning Phase Goals should be linked to an employee’s position description and are expected to be specific, measurable, achievable, relevant, and timely (SMART goals). The goals will be part of the measurement used to determine whether an employee receives “recommended” or “not recommended” during the evaluation phase of the cycle.
- D. *Letter of Expectation (LOE)* – A written letter, to be placed in the employee’s personnel file with Human Resources, delivered either in-person or via email, that outlines a supervisor’s expectations for an employee’s behavior or knowledge, skills, abilities (KSAs). The letter is not disciplinary in nature but is a tool to help supervisors make employees aware of behaviors or KSAs that may be causing an employee to under-perform. A LOE differs from a Performance Improvement Plan (PIP) in that the focus is on behaviors and/or KSAs of concern. If concerns

continue, a supervisor may use additional resources to correct behaviors including, but not limited to, a PIP or disciplinary action including and up to termination.

- E. *Mid-year Progress Check Phase* – During this phase, the supervisor and employee meet to check progress with respect to the goals and expectations that were established during the planning phase (4.0.I). Adjustments to goals or objectives are made if necessary. In addition, functional and behavioral expectations are specifically discussed in terms of the employee’s current performance status
- F. *Performance Evaluation Cycle* – The performance evaluation cycle at LCCC runs on the calendar year, January 1-December 31 with the final recommendation due before February 15.
- G. *Performance Improvement Plan (PIP)* – A written plan, to be placed in the employee’s personnel file with Human Resources, between the supervisor and employee outlining areas of unacceptable performance and detailing actions necessary to bring the performance to an acceptable level. The plan identifies milestones and requires regular updates for monitoring progress. While a PIP is required for any employee who receives “not recommended” as a part of the final evaluation rating, a PIP can be used as a tool to help guide employees at any time. A PIP is not disciplinary but a failure to successfully complete it could become disciplinary.
- H. *Position Description (PDs)* – The institutional document that describes the core responsibilities, duties, essential functions, KSAs (knowledge, skills, abilities), and physical/mental demands of each position. PDs are a core component in determining if an employee is completing the job as outlined.
- I. *Planning Phase* – The supervisor and employee will review the previous year’s evaluation, noting opportunities for growth section. The supervisor and employee will also review the employee’s current position description and discuss any adjustments needed to ensure the success of department and/or institutional objectives for the year. The employee will create goals (defined in 4.0.C), based on the employee’s updated position description and identified opportunities for growth. Goals must be approved by the direct supervisor. Supervisors have the right to edit goals and/or to create goals for direct reports as needed to support department and/or institutional objectives. Additional goals and/or edits to goals, as a part of the employee’s formal evaluation, must be communicated to the employee before evaluating the employee on goal additions and/or edits.
- J. *Protected Leave* – Leave that may consist of FMLA, ADA, Workers Compensation, military leave, jury duty, or other leave protected by state or federal law.
- K. *Recommendation* – The determination of whether or not an employee is eligible (should funds be available) for a performance and/or advancement-based increase as outlined in 6.11P.
- L. *Self-evaluation* – During both the mid-year progress check and during the final evaluation phase, employees will be asked to complete a self-evaluation. The employees will outline work they have completed toward the goals they established during the planning phase. Employees will have the ability to highlight any external factors that may have prohibited their progress toward goal completion and to discuss how they have adjusted their efforts accordingly. Employees will have the ability to rate their performance during the final evaluation phase as to whether they believe they should be “recommended” or “not recommended” and provide an explanation of their rating.

- M. *Supervisor Review* – A performance evaluation completed by the first-line supervisor of an employee.
- N. *Second-level Review* – A review of a performance evaluation by the supervisor of the first-line supervisor who initially completed the evaluation.
- O. *Third-level Review* – A review of a completed performance evaluation by Human Resources.

## 5.0 PROCEDURES

The performance evaluation cycle at LCCC falls within the calendar year, January 1 through December 31. This applies to all full-time, eligible employees. Based on the evaluation year, supervisors will make final recommendations before February 15 of the following calendar year.

Every full-time, benefit-eligible employee will receive an annual evaluation that reflects the duration of their performance period.

There are three main phases to the online performance evaluation process. These are the Planning (Phase I), Mid-year Progress Check (Phase II), and Formal Evaluation (Phase III).

- A. **Phase I: PLANNING and Establishing Expectations** – The supervisor and employee establish objectives and expectations. At the beginning of the evaluation cycle, supervisors should review the position description (PD) with the employee. Using the employee’s position description (including LCCC’s values statement) and any strategic initiatives as a guide, the supervisor will outline the coming year’s priorities. The employee and supervisor will use those priorities to map the employee’s goals (along with milestones indicating success) and/or any KSA (knowledge, skills, abilities) expectations for the year.
- B. **Phase II: Mid-Year PROGRESS CHECK** – During this phase, the supervisor and employee meet to check progress with respect to the goals and expectations established during the planning phase described above. Adjustments to goals or priorities are made if necessary. Employees will engage in a self-evaluation of their progress. Supervisors will document areas of strengths and areas of growth they have observed.
- C. **Phase III: FORMAL EVALUATION** – This is the final stage of the performance evaluation cycle. Employees will engage in a self-evaluation of their overall performance of the year. Supervisors will document goal outcomes. Supervisors will also formally document areas of strength and opportunities for growth the employee has demonstrated over the year. Opportunities for growth may be used for the following year’s goals. Supervisors will provide a recommendation for performance-based compensation increase (6.11P) eligibility.
  - i. **Recommendation for Performance-based Increase Eligibility** –
    - **Recommended** = Employee has completed the goals and/or priorities related to the employee’s position description as outlined during the evaluation cycle. Or, the employee has satisfactorily worked toward the completion of the goals/priorities as outlined; however, circumstances may have prevented the employee’s

successful completion of the goals and/or priorities as outlined during the evaluation cycle (the circumstances should be noted).

- **Not Recommended** = The employee failed to make satisfactory progress toward goals and/or priorities as outlined for the evaluation cycle. Or, the employee is under an active Performance Improvement Plan. Or, the employee was involved in formal discipline (as outlined in 6.10P) during the evaluation cycle.

ii. **Recommendation for Mission Advancement-based Increase Eligibility –**

- During the final evaluation phase, supervisors and/or employees will have the ability to highlight areas where the employee has gone “above and beyond” demonstrating exceptional work within the employee’s position description and/or demonstrating additional work outside the scope of the employee’s position description to advance LCCC’s mission. This narrative section can be used as supporting documentation for mission advancement-based increases when funds are available.

Any rating of “Not Recommended” **must** be substantiated with detailed comments. The supervisor may attach additional documentation as necessary. There is no appeal process for a performance evaluation. If an employee wants, they may submit a written response to their supervisor’s evaluation to Human Resources. The employee’s written response then becomes part of the employee’s permanent personnel file. Additionally, if the overall rating may result in “Not Recommended,” the employee may request a meeting with the Supervisor (author of the evaluation) and the Second-Level Reviewer, to discuss the differences. The employee should request this meeting before final signatures. At the conclusion of the meeting, the supervisor will determine if the recommendation stands or if the recommendation should be updated.

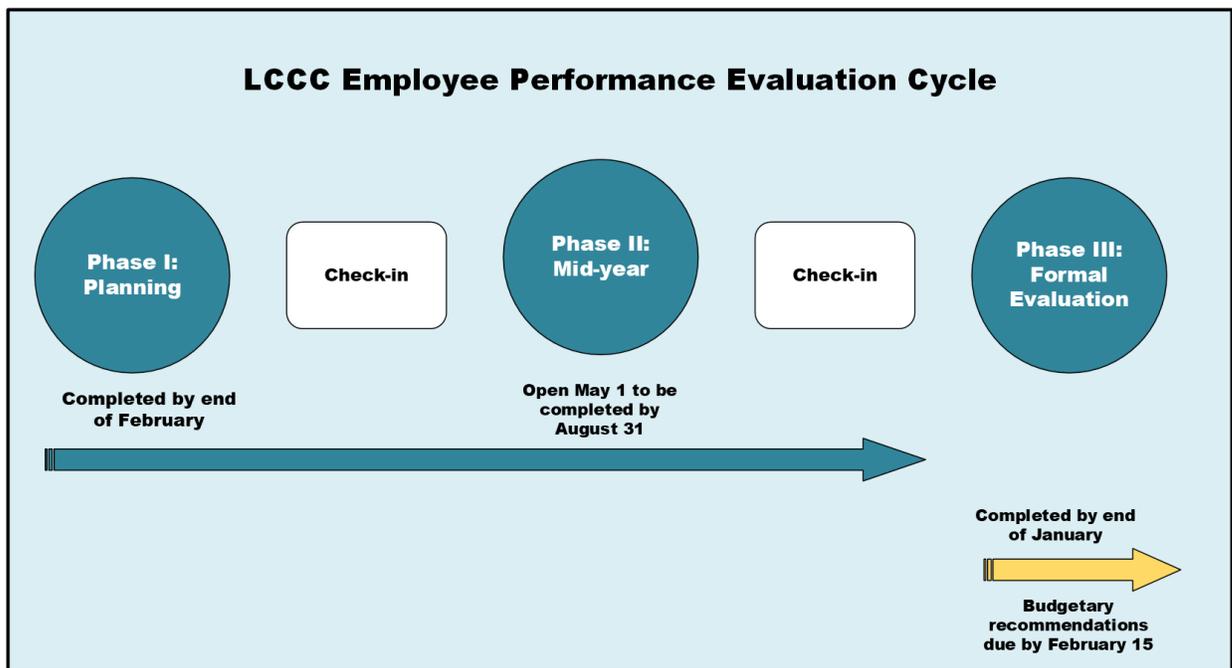
**D. PERFORMANCE IMPROVEMENT PLAN (PIP)** - An employee who receives an overall rating of “Not Recommended” must be provided with a Performance Improvement Plan (PIP) by their supervisor. Supervisors can contact HR for the most up-to-date PIP template. This written plan should be formally incorporated into the next phase of the performance evaluation cycle. A PIP can be implemented at any time during the rating cycle when an employee’s performance falls below acceptable standards. The intent of a PIP is to help an employee improve in specifically identified performance areas so that they can ultimately be more successful in their role. A PIP is not disciplinary nor intended to address employee conduct, and as such are not appealable. However, a failure to successfully complete a Performance Improvement Plan could become disciplinary.

**E. LETTER OF EXPECTATION** – A Letter of Expectation (LOE) is intended to outline concerns related to behaviors and/or KSAs. A LOE can be used in conjunction with a PIP if behavioral issues need to be addressed as a part of a “not recommended” evaluation rating. However, a LOE can be used at any time if an employee’s behavior or KSAs fall below acceptable standards. A LOE is not disciplinary in nature but failure to comply with expectations could result in disciplinary action.

**F. CONTINUOUS COACHING** - It is important to intentionally set aside time to provide feedback to employees about their job performance. Employees want to know how their performance is viewed, what they are doing well, and what they need to improve. To facilitate this feedback,

supervisors will be asked to complete two (2) documented check-ins during the evaluation cycle. The purpose of these check-ins is to provide a short summary of the employee’s progress on goals and/or priorities for the year. The short summary should also include the employee’s strengths and opportunities for growth.

- G. MISSION ADVANCEMENT-BASED INCREASE ELIGIBILITY** – During years where funds are available for mission advancement-based increases, cabinet members will determine percentages available for each department’s pay increases. Supervisors will review the “mission advancement” section of employees’ evaluations for the preceding three (3) years or the time period since the last mission advancement-based increase was applied (whichever is more recent). Supervisors will use the LCCC approved rubric (see supplemental guidance) to determine the employee’s contributions to the advancement of institutional goals, values, and/or strategic initiatives, which may include, but is not limited to, certificate or degree attainment, job related service to regional and national organizations that furthers the advancement of LCCC’s mission. Employees who have already received compensation for work completed outside of their contracted job functions (including but not limited to add to pay and/or load release) will be ineligible for mission advancement-based increases. Tuition reimbursement (defined in 6.4P – 10) does not count as compensation received.



### 6.0 Employees on Protected Leave

Supervisors will complete an evaluation of employees on protected leave. This provides continuity and avoids penalizing an employee in a protected leave status by allowing the completed form to be saved to the employee’s performance profile and the content to be linked to other related system processes as appropriate. If the employee is on intermittent leave, or on protected leave for only part of the process, they should complete the process as they normally would unless HR is otherwise notified by the supervisor that it cannot be done.

**7.0 When an employee is unable to sign off on their final evaluation for any reason other than protected leave, the following steps should occur.**

The supervisor should complete the form as they would for any direct report. The supervisor should add *“Employee unavailable to acknowledge receipt”* to their overall comments at the end of the form and then submit it to HR. The supervisor should notify HR and provide the rationale. HR will finalize the evaluation steps and record the evaluation.

**8.0 Change Requests: Supervisors will submit a change request form for out-of-cycle processes such as transfers, departures, promotions, demotions, etc.**

The previous supervisor completes the Performance Evaluation Change Request Form as part of the Separation Checklist and submits it to Human Resources. Previous supervisor and new supervisor hold performance evaluation handoff meeting (prior to new role start date). New supervisor and employee review position description (first week). Performance expectations associated with the employee’s new role should be discussed and any related employee questions addressed. The employee should be provided with a copy of his or her position description.

**9.0 New Employee Performance Evaluation Process.**

Within the first week of starting employment at LCCC, the supervisor and new employee will review the employee’s position description. The supervisor and new employee should establish performance goals within 30 days of their start date.