

Title: Performance Management Policy

Initial Action: 4/23/81

- Board Resolution: 81-022; 98-040; 04-020; 17-060
 - Last Revised: Archived 5/29/98
 - Policy: Revised
 - Procedure: 10/30/17
 - Last Reviewed: 10/30/17
 - Effective: 12/7/17

 - Next Review: 10/30/2020
 - Responsibility: Director of Human Resources
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Policy:

Cecil College's Performance Management Policy is used to address both work performance and behavioral issues for all full-time and part-time employees who have successfully completed their probationary period. Whenever possible, Cecil College will use progressive discipline to address unacceptable work performance and/or behavior, including violations of the College's Employee Conduct policy. Nothing in this policy or procedure however shall preclude the College from taking action without prior warning when deemed appropriate by the College to address serious behavior. For employees who are within their probationary period see Probationary Policy.

Procedure:

For employees who have successfully completed their probationary period, unacceptable work performance and/or behavior will typically be addressed according to the following progressive disciplinary procedure:

1. Verbal Warning: When an employee commits an infraction of a work rule or any other behavior that necessitates correction, the employee's supervisor shall meet with the employee privately and clearly explain his/her objection to the behavior/work performance, state what the acceptable standard is, and encourage the employee to improve. The supervisor may offer additional support and referrals, if appropriate, to assist the employee in identifying and overcoming potential barriers to performance. A written record of the meeting shall be kept by the supervisor. The employee will be notified that a verbal warning is the first step in the progressive disciplinary procedure.

2. Written Warning: If the verbal warning fails to correct the behavior, or the College determines that behavior is serious enough to bypass the first step in the progressive disciplinary procedure, the supervisor, in consultation with the Director of Human Resources and appropriate department head, shall prepare a Written Warning using the College's Performance Management Form. The supervisor shall meet with the employee to discuss the Written Warning. The Director of Human Resources and/or

appropriate department head may be present during the meeting at the College's discretion. The Written Warning shall be filed in the employee's personnel file located in the Human Resources Office.

3. Suspension Without Pay: If the Written Warning fails to correct the behavior, or the College determines that the behavior is serious enough to bypass prior steps in the progressive disciplinary procedure, the employee's supervisor, in consultation with the Director of Human Resources and appropriate department head, shall submit a written recommendation for Suspension Without Pay to [the appropriate administrator] using the College's Disciplinary Action Form. The recommending supervisor, and the Director of Human Resources and/or appropriate department head, will meet with the employee, and the employee will be provided:

- An explanation of the recommendation for Suspension Without Pay;
- An opportunity to respond; and
- Notice of the College's Grievance Policy.

The [appropriate administrator] will coordinate with the Office of Human Resources to conduct any additional investigation of the problem, as deemed necessary by the College. The [appropriate administrator] will then make a decision regarding approval of the recommended Suspension Without Pay, and the employee will be notified of that decision.

4. Recommended Dismissal: If the Suspension Without Pay fails to correct the behavior, or the College determines that the behavior is serious enough to bypass prior steps in the progressive disciplinary procedure, formal written notice recommending Dismissal of an employee may be made by the supervisor, in consultation with the Director of Human Resources and appropriate department head, to the [appropriate administrator]. The recommendation shall state the problem; refer to the work rule(s) or performance expectation(s) that have not been met; and explain any previous actions that have been taken to correct the problem. The recommending supervisor, and the Director of Human Resources and/or appropriate department head, will meet with the employee and the employee will be provided:

- An explanation of the Recommended Dismissal;
- An opportunity to respond; and
- Notice of the College's Grievance Policy.

The [appropriate administrator] will coordinate with the Office of Human Resources to conduct any additional investigation of the problem, as deemed necessary by the College. The [appropriate administrator] will then make a decision regarding approval of the recommended Dismissal, and the employee will be notified of that decision.

Procedures may be modified if the disciplinary action involves an administrator or executive level employee.

Performance Improvement Plan:

Cecil College is committed to providing all employees with the opportunity to improve their work performance in order to continue successful employment at the College. In the event an employee fails to consistently meet performance expectations, a supervisor may elect to place the employee on a performance improvement plan (PIP).

The PIP is a short term plan which outlines expectations for improvement of work performance within a specified period of time –usually four to eight weeks. Supervisors should work with Human Resources to design and implement the PIP. PIPs may be implemented independently or in conjunction with any warning step under the disciplinary action procedure. Failure to meet the expectations established by the PIP, and maintain acceptable performance, will result in recommendation for dismissal.

PERFORMANCE MANAGEMENT FORM

Employee Name _____

Department _____

Supervisor _____

Date of Action _____

(Attach additional sheets or memos as needed)

Check the level of performance management the employee is receiving:

- Verbal Warning
- Written Warning
- Recommended Suspension

1. Describe the problem using facts, including dates of action or inaction:

2. List work rules violated or performance expectations that have not been met:

3. Describe any previous counseling or disciplinary action, including dates:

4. State what improvements or corrections are expected from the employee:

5. List follow-up actions, agreements and/or future meeting dates:

I have reviewed the Performance Management Form and understand that failure to correct the identified problem(s) will result in further disciplinary action, up to and including dismissal from employment.

Signature of Employee

Date

Comments by Employee:

Comments by Supervisor/Division Head:

Signature of Supervisor
Issuing Performance Management

Date