



# Operating Standard

**Title:** Performance Review

**Number:** A4100.55

**Type:** Administrative

**Responsible:** CHRO; Executive Director, Human Resources

**Related Policies:** [B3001](#), [B3003](#), [B3004](#), [A4000](#), [A4100](#), [A4200](#), [A4300](#), [A4400](#)

**Linked Operating Standards:** A4100.60

**Related Laws:** [Title IV](#), [Title VII](#), [FLSA](#)

**Related External Standards:** [CUPA-HR](#), [SHRM](#)

**HLC Criterion:** 1C, 2A, 4A

## 1.0 Statement

Shawnee Community College is committed to a culture of continuous improvement and accountability. Performance reviews support the College's mission by fostering professional growth, encouraging constructive communication between employees and supervisors, and aligning individual performance with institutional goals and values.

## 2.0 Purpose & Scope

- **Purpose:** To provide guidance on the process of conducting annual and probationary performance reviews.
- **Scope:** This standard applies to all Shawnee Community College employees. Faculty performance evaluation is governed separately under the applicable collective bargaining agreement or instructional policy.

## 3.0 Definitions

- **Performance Review:** A structured process used to assess an employee's job performance relative to established expectations and institutional goals.
- **Self-Evaluation:** An employee's reflection on their accomplishments, challenges, and professional goals.
- **Probationary Review:** A required performance evaluation conducted at approximately 90 calendar days from the employee's start or transfer date.
- **Supervisor:** The employee's immediate manager is responsible for evaluating job performance.
- **Performance Improvement Plan (PIP):** A formal plan designed to address and correct identified performance deficiencies within a defined period.

## 4.0 Roles & Responsibilities

- **Employee:** Complete the self-evaluation with honesty and reflection. Actively engage in the appraisal interview discussion and collaborate with the supervisor to establish clear, achievable performance goals.
- **Supervisor:** Conduct fair and timely performance appraisals that promote open, two-way communication and active employee engagement. Set clear, measurable goals for the next review period, and consult with Human Resources when formal performance improvement plans are necessary.

- **Human Resources:** Maintains evaluation forms, schedules, and supporting materials. Provides supervisors with guidance on effective evaluation practices. Ensures that completed evaluations are accurately collected and adequately integrated into personnel records.

## 5.0 Procedures

### Annual Performance Evaluation

The performance appraisal process provides an opportunity for the employee and supervisor to review previous performance and also create and discuss developmental goals for future performance.

1. Self-Evaluation - The employee will participate in the performance appraisal process by completing a self-evaluation.
2. Supervisor Evaluation - The supervisor will complete the evaluation, identifying the strengths, areas of concern, and acknowledging achievement of goals.
3. Appraisal Interview - The supervisor and employee meet in a face-to-face meeting to discuss the performance appraisal, review progress on previous goals, and establish new goals (identified by both the supervisor and the employee) for the next evaluation cycle.

In cases where evaluations indicate a significant deficiency, the supervisor, with the support of Human Resources, will develop a written Performance Improvement Plan (PIP) that specifies the required actions and time frames (typically 60 days).

4. Approval - Completed evaluations are reviewed and signed by the appropriate administrator. Human Resources retains signed evaluations in the official personnel file.

If there is a disagreement about the evaluation, the employee may request a review of the evaluation with the next-level administrator or the Executive Director of Human Resources within seven (7) days of the performance appraisal meeting.

### Probationary Performance Review

Supervisors must conduct a formal 90-day review on all new hires and internal transfers. The review affirms the employee's alignment with the role, acknowledges progress toward onboarding goals, and identifies any additional resources or support needed to ensure continued success in the position. Human Resources notifies supervisors of upcoming 90-day review due dates.

The possible outcomes include: (a) continuation of employment, (b) extension of the probationary period with a short-term development plan, or (c) separation in accordance with College policy.

## 6.0 Guidelines

- Performance appraisals should:
  - Encourage continuous dialogue regarding performance expectations and outcomes.
  - Recognize accomplishments and identify opportunities for professional development.
  - Provide documentation that informs decisions on advancement, professional development, and succession planning.

## 7.0 SCCES Connections

This Operating Standard supports the Employee Engagement Element within the SCCES framework, particularly the Professional Growth, Workplace Climate, Contribution & Voice, and Employee Satisfaction Key Performance Areas.

The performance review process serves as a core mechanism for reinforcing expectations, supporting employee development, and aligning individual performance with institutional goals. As a structured and recurring process, it contributes to continuous feedback, accountability, and professional growth across the College.

Through consistent application, this standard contributes to:

- Ongoing employee development and skill growth (Professional Growth)
- Clear communication of expectations and feedback (Contribution & Voice)
- A supportive and accountable work environment (Workplace Climate)
- Increased employee engagement and satisfaction (Employee Satisfaction)

The practices defined in this standard serve as key process inputs that influence employee performance, engagement, and long-term workforce stability.

## 8.0 Monitoring Report Connections

This Operating Standard supports the College's annual Human Resources Monitoring Report by generating evidence related to employee performance, professional development, and supervisory effectiveness.

Evidence generated through this standard contributes to the evaluation of Board policies, including:

- B3000 - General Executive Limitations
- B3001 - Employee Relationships
- B3003 - Organizational Culture
- B3004 - Employment, Compensation, and Benefits

Evidence generated may include:

- Completion rates of annual and probationary performance reviews
- Timeliness of evaluations
- Distribution of performance ratings or identified performance levels
- Frequency and outcomes of Performance Improvement Plans (PIPs)
- Alignment of performance goals with institutional priorities

These indicators provide insight into employee development, accountability, supervisory practices, and alignment of individual performance with institutional expectations. Collectively, they support Board evaluation of employee engagement, organizational culture, and compliance with Executive Limitations.

The following alignment illustrates how operational practices defined in this standard contribute to key Monitoring Report measures:

<b>Operational Area</b>	<b>Evidence Generated</b>	<b>Monitoring Alignment</b>
Evaluation Completion	Percentage of completed performance reviews	Accountability & Operational Consistency
Timeliness of Reviews	On-time completion rates	Supervisory Effectiveness

Performance Outcomes	Distribution of evaluation results or performance levels	Employee Engagement & Performance
Performance Improvement Plans	Frequency and outcomes of PIPs initiated through evaluations	Accountability & Support Systems
Goal Alignment	Alignment of individual performance goals with institutional priorities	Strategic Alignment

Collectively, these indicators provide insight into performance management practices, employee development, and organizational effectiveness, supporting continuous improvement and informed decision-making.

**9.0 Data Collection & Review**

This Operating Standard supports ongoing evaluation of performance management practices through structured data collection and review.

*Data Collection:* Human Resources will maintain and review data related to:

- Completion and timeliness of performance evaluations
- Performance ratings or evaluation outcomes
- Use and outcomes of Performance Improvement Plans (PIPs)
- Alignment of performance goals with institutional priorities

*Review and Analysis:* Human Resources will evaluate compiled data for patterns, trends, and areas of concern, including inconsistencies in evaluation practices, rating distributions, and supervisory engagement. Findings will be used to inform training, policy refinement, and leadership development, and to support development of the annual Human Resources Monitoring Report.

*Review Cycle:* Data will be reviewed on an ongoing basis, with formal review conducted at least annually or as needed based on emerging trends, legal requirements, or institutional priorities.

*Coordination:* Human Resources will coordinate with the Office of Institutional Effectiveness, as appropriate, to support alignment with SCCES and Monitoring Report development.

**10.0 Oversight & Review**

This Operating Standard will be reviewed at least every three (3) years or sooner as required based on legal, regulatory, accreditation, or institutional needs. Oversight of this standard is coordinated by Human Resources, with support from the Office of Institutional Effectiveness to ensure alignment with SCCES and Monitoring Report development. Revisions will follow the College’s Shared Governance processes and will be documented in the Change Log.

Change Log		Governance Unit: Human Resources Council
Date	Description of Change	
04.23.26	Initial Adoption	