



**NORTHERN
PENNSYLVANIA**
REGIONAL COLLEGE

Policy: NPRC-2906 Employee Performance
Development
Origination: 03-21-2019
Approved: 04-12-2019
Effective: 04-12-2019
Reviewed:
Last Updated:

Subject: Employee Performance Development

1. PURPOSE

This policy establishes the process expectations for employee performance reviews and individual development to apply a performance system that empowers employees to have input in their career progress and enables managers to better identify and recognize their employees' work and areas of opportunity.

2. SCOPE AND APPLICABILITY

This policy is applicable to all employees, full-time and part-time, of Northern Pennsylvania Regional College (hereinafter "NPRC" or the "College") but excludes: (i) College Faculty; (ii) the College President; and (iii) to the extent directed by the College President, excludes members of the College Cabinet. College Faculty will be subject to one or more College policies addressing faculty performance expectations and evaluation as noted below. The College President's performance will be evaluated as required by the College Bylaws, and the College Cabinet members shall be evaluated in a manner as determined by the College President.

3. REFERENCES

- 3.1 INDX-0010: Master Policy Index;
- 3.2 NPRC-3330: Faculty Performance Development;
- 3.3 Amended and Restated Bylaws of the Rural Regional College of Northern Pennsylvania, dba Northern Pennsylvania Regional College;
- 3.4 NPRC-2201: Employee Compensation Policy;
- 3.5 This policy was benchmarked against policies in effect at similar institutions and such comparative policies are available upon request.

4. DEFINITIONS

- 4.1 Performance development is an ongoing process of communication between a supervisor and employee that works toward mutual understanding of position responsibilities and priorities, while enhancing the effectiveness in achieving departmental and institutional goals.
- 4.2 For purposes of this policy, full-time employees shall mean those College employees that are scheduled to work at least thirty-seven and one-half (37.5) hours per week.
- 4.3 For purposes of this policy, part-time employees shall mean those College employees that are scheduled to work at least twenty (20) hours per week, but less than thirty-seven and one-half (37.5) hours per week.
- 4.4 Faculty, also referred to as instructors, are those individuals whose primary responsibility as employees of Northern Pennsylvania Regional College is the delivery of courses of instruction.
 - 4.4.1 Full-time faculty are those individuals employed on a year-to-year basis who are assigned a full-time workload per institutional guidelines.
 - 4.4.2 Part-time faculty are those individuals employed contractually for a specific academic term. Part-time faculty may teach a maximum of nine credit hours of instruction or may be assigned a combination of duties, responsibilities, and teaching obligations not to exceed the equivalent of nine credit hours of instruction in any given term.
- 4.5 A growth mindset is a concept that is descriptive of an individual's belief that through work, meaningful strategies, dedication, and feedback from others, talents and abilities can be developed for great accomplishment within their life and work.

5. POLICY

- 5.1 The College supports a growth mindset and shall utilize an evaluation process focused on performance development.
- 5.2 Northern Pennsylvania Regional College recognizes that performance development is an ongoing process that requires constant mentoring and coaching conversations for effective employee management and increased job satisfaction of employees.
- 5.3 The College is committed to providing employees with the resources necessary for success in their hired role.

- 5.4 The College's identification and corrective process for addressing problematic behaviors or poor performance shall be transparent and rooted in resolving the identified deficiencies.
- 5.5 Performance development reviews shall not be directly correlated to compensation or promotion. Instead, the College shall evaluate and determine an employee's compensation in accordance with established College policies and procedures based upon the employee's overall performance and salary level relative to position responsibilities. The College shall review and consider an employee's performance development review as a factor in this evaluation process.
- 5.6 The process of performance development shall be used to assist in setting expectations of employees' work and to foster a mentor/mentee relationship between supervisors and employees.
- 5.7 The performance development process shall provide a means for
 - 5.7.1 Discussing career and future goals of employees;
 - 5.7.2 Setting annual goals in support of department and institutional objectives;
 - 5.7.3 Identifying areas of opportunity and improvement for employees; and
 - 5.7.4 Opening lines of communication to foster support and growth of individual employees.
- 5.8 Performance development reviews shall be completed on an annual basis during regularly scheduled work hours and shall include the following for *full-time* employees:
 - 5.8.1 Setting performance expectations and goals for the forthcoming year;
 - 5.8.2 Completing a Position Responsibility Worksheet;
 - 5.8.3 Conducting two quarterly check-ins (expected to take no more than fifteen (15) to thirty (30) minutes each);
 - 5.8.4 Conducting a mid-year check-in and review of established goals (expected to take no more than thirty (30) to forty-five (45) minutes); and
 - 5.8.5 Completing an end-of-year self-evaluation, review, and discussion.

5.9 Performance development reviews shall be completed on an annual basis during regularly scheduled work hours and shall include the following for *part-time* employees:

5.9.1 Setting performance expectations;

5.9.2 Completing an end-of-year self-evaluation, review, and discussion.

5.10 Performance evaluations for full- and part-time Faculty are detailed within NPRC-3330 Faculty Performance Evaluation.

5.11 The performance development process is intended to be comprehensive and ongoing to promote personal responsibility and ownership of successful job performance.

5.12 The College President may modify the application of this policy with respect to establishing performance reviews of members of the College Cabinet.

6. RESPONSIBILITIES AND TIMELINES

6.1 The Vice President of Finance and Administration or designee is responsible for notification of implementation and oversight of the Performance Development process, including, without limitation, promulgating NPRC Procedures with associated worksheets and related documents designed to implement the Performance Development process. The Vice President of Finance and Administration shall likewise be responsible to promulgate procedures designed to document the Performance Development process, including the placement of documents in the employee's personnel file, the compilation and dissemination of information as appropriate and will ensure the confidential treatment of Performance Development process documents and information.

6.2 Supervisors with direct reports are responsible for administration of the Performance Development process and for working directly with their supervisees to complete each step of the review according to the performance development timeline incorporated into relevant NPRC procedures supporting the Performance Development process. Supervisors shall be required to provide meaningful written feedback to supervisees and management in performance expectations and goal setting worksheet and the end of the year review document.


6.3 Direct reports are responsible for providing documents and reviews to their supervisor according to the Performance Development timeline incorporated into relevant NPRC procedures supporting the Performance Development process.

6.4 The Vice President of Finance and Administration or designee is responsible for conducting annual training for supervisors and supervisees concerning Performance Development and for maintaining related documentation including, but not limited to, self-evaluations, final reviews, and verification processes.

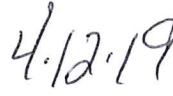
7. REVIEW STATEMENT

This policy shall be reviewed on a regular basis at least once every five years per the Policy Review Schedule established by the President or the President's designee. A review of the policy may be requested prior to the timeframe outlined by the policy review schedule by any student, faculty, staff, administrator, or board member. Such a request must be submitted in writing to the office of the President and must address specific concerns. Upon receipt of such a request, a complete review of the policy will be conducted within three months. Upon review, the President or President's designee may recommend to the Board of Trustees that the policy be amended or repealed.

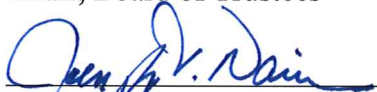
8. SIGNATURES



Chair, Board of Trustees



Date



President



Date

Attachments:

1. Timeline;
2. Position Responsibility Worksheet;
3. Goal Setting;
4. Self-Evaluation; and
5. Final Review and Verification.

Distribution: Board of Trustees; <https://regionalcollegepa.org>

Revision Notes: Policy in Origination