



**Cochise College  
District Board Policy**

**Category: All Employee Groups  
Policy Number: 644  
Title: Performance Evaluations**

Employee work performance shall be evaluated on a regular basis in accordance with the college's performance evaluation procedures. Performance evaluations are intended to enhance the effectiveness and efficiency of an employee's work performance in support of department and division goals and objectives and in support of the college's mission.

Formal evaluation procedures shall be reviewed regularly. Informal evaluation of work performance is an ongoing process for all employees. The evaluation process is intended as a guide for assessing the employee's job performance. Evaluations and contract employment renewal/continuation are two separate processes; a favorable evaluation may not necessarily lead to contract/employment renewal/continuation.

**Procedure 644.1  
Performance Evaluation Procedures - Staff**

This procedure applies to members of the executive, administrative staff, administrative support, professional staff, classified staff, and coaching staff employee groups with the exception of the president, whose evaluation procedures are determined by the governing board.

Performance evaluations are intended to provide a formal communication tool for managers to provide feedback to employees on work performance in an effort to acknowledge strengths in performance, establish and assess goals, and improve areas of performance based on the duties, responsibilities and requirements of the position.

New staff members shall serve a probationary period of at least twelve months of benefited employment following governing board approval. The probationary evaluation procedure consists of a six-month and a twelve-month review of work performance. After the successful completion of the probationary period, staff members shall be evaluated on an annual basis or more often as deemed necessary by the staff member's supervisor(s).

**1. Probationary Staff**

During the employee's first three months on the job, the supervisor is expected to:

- a. Share the college's mission, vision, values, and educational priorities with the employee;
- b. Explain to the employee how the department's priorities align with the college's educational priorities;
- c. Review the job description with the new employee;

- d. Identify the priorities and expectations the supervisor has for the employee during the first six months of employment;
- e. Review departmental standard operating procedures covering work hours, lunch-breaks, attire, safety, problem resolution processes, etc.;
- f. Review the appropriate *staff evaluation form* that shall be used to evaluate performance for the first six months.

## 2. Probationary Staff Evaluation

- a. Human resources shall remind the appropriate supervisor(s) when a staff member is due for an evaluation, generally one month prior to the end of the staff member's first six and twelve months of probationary employment. The notice shall include information regarding which forms to use for the evaluation and where the forms and job descriptions can be accessed within the college's portal and/or web site.
- b. Once the supervisor receives the reminder of the evaluation due date, the supervisor:
  - i. May request the staff member to complete a *self-evaluation form* of his/her work performance;
  - ii. Shall request the staff member prepare a report on activities, goals, objectives, professional development, unforeseen challenges, and obstacles to success;
  - iii. Shall complete the appropriate *evaluation form* of the supervisor's assessment of the staff member's work performance;
  - iv. Shall schedule a time to meet with the employee to review the evaluation document and job description;
  - v. Shall provide the staff member with a copy of the signed *evaluation form*;
  - vi. Shall forward the original *evaluation form* and any job description changes to human resources.
- c. Human resources shall obtain next level supervisor signatures and review the *evaluation* for completeness before placement in the staff member's official personnel file. Job description changes shall be reviewed in light of similar positions before finalizing requested changes.

Note: The supervisor should contact human resources any time there are concerns with an employee's performance. The formal evaluation must be completed prior to an employee coming off probation.

## 3. Annual Staff Evaluation

- a. Upon successful completion of probationary employment, staff members shall be evaluated on an annual basis, or more often as deemed necessary by the staff member's supervisor(s).
- b. Annual staff evaluations shall be completed between the months of April and June of each fiscal year and are due to human resources no later than June 30 of each fiscal year.

Exception requests to this timeline shall be submitted by the supervisor to the vice president for human resources, and shall include a plan for completion of the required evaluations.

- c. Supervisors shall request staff members prepare a report on activities, goals, objectives, professional development, unforeseen challenges and obstacles to success on or before June 1 of each year. Supervisors may also request a staff member complete a *self-evaluation form*.
- d. Staff members are encouraged to seek peer feedback on an informal basis and use feedback for continuous improvement of performance.
- e. Supervisors shall complete a *performance evaluation form* and schedule a meeting with the staff member to review performance, progress toward prior year goals, identify future goals, and review the staff member's job description.
- f. Supervisors shall provide a copy of the signed *performance evaluation form* to the employee and submit the signed form to human resources.
- g. Human resources shall obtain the next level supervisor's signature and review the *performance evaluation form* for completeness prior to placement in the staff member's official personnel file.

## **Procedure 644.2**

### **Performance Evaluation Procedures – Full-time Instructional Faculty**

#### 1. Probationary Evaluation

Each new full-time faculty member shall serve a probationary period of four (4) semesters, depending on the date of hire. College committee work shall not be required during the first year of employment to allow the new faculty member to focus on teaching and learning.

#### 2. First Semester

- a. Within the first eight weeks of employment, the supervisor shall schedule an initial meeting to identify goals/activities, professional service, professional development for the first year of employment, and review the evaluation process and potential outcomes of the process.
- b. During the first semester of employment, the probationary faculty member shall observe a minimum of two (2) other full-time faculty members, as assigned by the supervisor, in their respective classrooms for one full class period and document on the *Academic Activity & Classroom Visitation Form*, the above referenced observations.
- c. Obtain feedback from students in several courses utilizing the *Student Feedback Form* before the course is one-third completed.
- d. Create a portfolio that is to be shared with the supervisor and maintained in his/her files at the end of the semester, including:
  - i. Course procedure sheets from all classes

- ii. Sample exams or research paper writing prompts
  - iii. Sample student assignments
  - iv. All student evaluation and assessment documents
  - v. Self-reflection document
- e. The supervisor shall observe the faculty member leading an academic activity (lab, lecture, etc.) for a minimum of one (1) hour and complete the *Classroom Observation and Visitation Checklist Form* to be reviewed with the faculty member.
- f. Prior to the conclusion of the first semester, the supervisor shall schedule a meeting with the faculty member to review progress.

### 3. Second Semester

- a. During the second semester of employment, the probationary faculty member shall:
- i. Observe two (2) other college activities such as Senate, committee(s), etc.
  - ii. Obtain feedback from students in several courses utilizing the *Student Feedback Form* before the course is one-third completed.
  - iii. Update the portfolio that is shared with the supervisor at the end of the semester, including:
    - i. Sample course procedure sheets
    - ii. Sample exams or research paper writing prompts
    - iii. Sample student assignments
    - iv. All student evaluation and assessment documents
    - v. An updated self-reflection document
- b. The supervisor shall conduct a formal evaluation of the faculty member using the *Full-Time Faculty Performance Evaluation Form*.

### 4. Third Semester

- a. During the third semester of employment, the probationary faculty member shall:
- i. Participate on at least one (1) committee or college activity (club advisor, etc.), as approved by the supervisor.
  - ii. Receive feedback from students in all sections of all courses utilizing the *Student Feedback Form* by the end of the third week of classes (for a 16-week class).
  - iii. Update the portfolio that is shared with the supervisor at the end of the semester, including:
    - i. Sample course procedure sheets
    - ii. Sample exams or research paper writing prompts
    - iii. Sample student assignments
    - iv. All student evaluation and assessment documents
    - v. An updated self-reflection document
- b. The supervisor shall observe the faculty member leading an academic activity (lab, lecture, etc.) for a minimum of one (1) hour and complete the *Classroom Observation and Visitation Checklist Form* to be reviewed with the faculty member.

- c. The supervisor shall schedule a meeting with the probationary faculty member to provide feedback on progress.

#### 5. Fourth Semester

- a. During the fourth semester of employment, the probationary faculty member shall continue all aspects of the third semester evaluation activities, and the supervisor shall conduct a formal evaluation of the faculty member using the *Full-Time Teaching Faculty Performance Evaluation Form*.
- b. The supervisor shall observe the faculty member leading an academic activity (lab, lecture, etc.) for a minimum of one (1) hour and complete the *Classroom Observation and Visitation Checklist Form* to be reviewed with the faculty member.
- c. Following completion of the four-semester evaluation process, the academic dean shall make a recommendation on the probationary faculty member's status to the vice president for instruction/provost using the *Probationary Employee Recommendation Form*. The vice president for instruction/provost shall forward the recommendation to human resources for inclusion in the faculty member's personnel file. This recommendation may be to:
  - i. Continue probation with a written performance improvement plan; OR
  - ii. Move to regular status; OR
  - iii. Terminate employment.

#### 6. Annual Evaluation Process

All faculty members shall prepare a portfolio summary for the year based on activities, goals, objectives, professional service, professional development, unforeseen challenges and obstacles to success, to be submitted to the supervisor by March 1.

The supervisor shall complete the *Full-Time Teaching Faculty Performance Evaluation Form* prior to the end of the spring semester.

### **Procedure 644.3**

#### **Performance Evaluation Procedures - Associate Faculty**

The supervisor shall observe or review a minimum of one (1) traditional or online class for each associate faculty member during the first two (2) semesters of the associate faculty member's employment. Additional classes may be visited or reviewed as circumstances warrant.

The supervisor reviews the *Student Evaluation Forms* for three consecutive classes. Electronic student evaluation instruments are distributed and compiled by the office of institutional effectiveness.

An initial *Student Evaluation Form* shall be distributed during the second or third week of the term for 16-week classes. Responses shall be compiled and returned to the instructor and supervisor before the seventh week of the term.