



Performance Management Overview

Office of Human Resources
February 2023

Performance Management Objectives

CMC will strive to use its performance management program to accomplish the following objectives:

- Promote two-way performance related communications between supervisors and employees that clarify expectations about the roles, goals, and behavioral accountabilities.
- Promote professional growth for employees by helping them in acquiring the desired knowledge and skills.
- Identify the barriers to effective performance and resolve those barriers through constant coaching and development support.

CMC Performance Management Policies

- **Performance Appraisals** - The performance appraisal is a systematic review and discussion of an Employee's performance of assigned duties in relation to the position and the progress toward established goals.
- **Initial Review Period** - All new, transferred, promoted, and rehired Employees are subject to an Initial Review Period for the first 180 calendar days after their date of hire or placement into a position.
- **Annual Performance Review** - Annual performance evaluations provide an objective, consistent, and fair way to gauge each Employee's on-the-job effectiveness. The evaluation process is also a time when work standards, areas for improvement, career development, and possible opportunities and goals are discussed.

Key Components of Performance Management

Process

- The series of actions and steps that define the performance appraisal process.

Goal Setting

- The identification of goals involving both employee and supervisor.

Competencies

- The knowledge, skills, and attributes required in the pursuit of performance goals.

Feedback and Coaching

- Conversations between a supervisor and an employee used to support the employee.

Ratings and Evaluations

- The classification system used in defining and evaluating performance.

CMC Performance Management Steps

1. Employee completes self-assessment
2. Supervisor completes performance evaluation for each direct report.
3. The next level Manager reviews and approves the performance evaluation.
4. Human Resources reviews and approves the performance evaluation
5. The supervisor conducts in-person performance review meetings with each employee.
6. The supervisor confirms they met with the Employee and submits the review in Workday.
7. Employee and Supervisor electronically acknowledge the review in Workday.

CMC Template Sections for Staff

Section	Area	Definition
I	Goals	Summarize performance of goals and identify proposed goals.
II	Competencies	Summarize performance of job responsibilities and accomplishments related to college competencies.
III	Management Competencies	Summarize performance of job responsibilities and accomplishments related to college management competencies.
IV	Summary of Performance Evaluation	Provide an overall performance rating for the review period along with any comments.
V	Employee Contribution to the College (NEW – Unrated)	Open-ended question to respond to how the employee contributed to the College. <i>The College is deeply committed to building a community that values diversity and inclusion, encourages free speech and expression, and advances responsible leadership. Describe the ways in which you have contributed, or would like to contribute, to these commitments.</i>

CMC Template Sections for Service Staff*

Section	Area	Definition
I	Competencies	Summarize performance of job responsibilities and accomplishments related to service staff competencies.
II	Overall Performance Question	Summarize performance of job responsibilities and accomplishments for the year.
III	Overall Performance Rating	Provide an overall performance rating for the review period along with any comments.
IV	Employee Contribution to the College (NEW – Unrated)	Open-ended question to respond to how the employee contributed to the College. <i>The College is deeply committed to building a community that values diversity and inclusion, encourages free speech and expression, and advances responsible leadership. Describe the ways in which you have contributed, or would like to contribute, to these commitments.</i>

**Applies only to non-exempt staff who work at Collins, Athenaeum, and all of Facilities.*

CMC Competency Framework

Competencies	CMC Staff Review *
Collaboration	X
Communication	X
Dependability	X
Development of Staff	X
Functional Knowledge & Skills	X
Initiative	X
Interpersonal Relations	X
Leadership	X
Planning & Organizing	X
Problem Solving and Decision Making	X
Safety Awareness	X
Service Focus	X
Teamwork	X

Competencies	CMC Service Staff Review
Attendance	X
Job Knowledge	X
Safety	X
Service Focus	X
Teamwork	X

**Additional management competencies noted in Red.*

Staff Performance Management Ratings

Scale	Rating Name	Definition
0	Does Not Apply	Competency rating is not applicable.
1	Does Not Meet Expectations	Performance was consistently below expectations in most essential areas of responsibility, and/or reasonable progress toward critical goals was not achieved. Significant improvement is needed in one or more important areas. A performance improvement plan is required.
2	Needs Improvement	Performance did not consistently meet expectations, performance failed to meet expectations in one or more essential areas of responsibility, and/or one or more of the critical goals was not met.
3	Meets Expectations	Capable and satisfactory performance that met expectations and occasionally exceeded job requirements.
4	Exceeds Expectations	Strong performance that consistently met and frequently exceeded expectations. All goals, objectives, and targets were achieved above the established standards.
5	Exceptional Performance	Performance represents an extraordinary level of achievement and commitment. This rating should be reserved for truly outstanding performance.

Comments are recommended for all ratings of a 1 or 2, so that employees will be provided with information and clarity on how to achieve effective performance expectations.

Performance Improvement Plan (PIP)

- When an employee's overall performance has been appraised and rated on the performance evaluation form as "does not meet expectations", the supervisor and department Vice President should contact the Office of Human Resources to discuss and determine further appropriate next steps.
- A formal Performance Improvement Plan (PIP) documents that performance is not meeting the requirements or the expectations of the supervisor. It identifies the performance gaps and/or behavioral issues that are a problem and emphasizes the need for improved performance and/or corrected behavior.
- Generally, employees on a PIP are provided 90 days to improve performance.
- Supervisors must maintain active contact with the employee throughout the duration of the PIP and document this.
- **Supervisors are required to consult with the Office of Human Resources before placing any employee on a Performance Improvement Plan.**

Performance Management Timeline

- 1. February 15, 2023** – HR will launch performance reviews in Workday for all eligible employees
 - The 2022 performance review period covers work performed between January 1, 2022, through December 31, 2022, and applies to all existing employees who have successfully completed an initial Introductory Review
 - All staff members hired in 2022 will receive an initial Introductory Review after completion of 180 days of employment, and thereafter, will participate in the annual review process.
- 2. March 15, 2023** - Employees and Supervisors should plan to complete and submit the performance evaluations in Workday

Performance Management Resources

- If you are a new supervisor and would like to meet with Human Resources about the performance review process, please feel free to contact hr@cmc.edu.
- If you need assistance in laying out professional goals for next year, Dan Hirsch, Director of Organizational Learning is an available resource. You may contact Dan Hirsch at Daniel.Hirsch@cmc.edu.
- Visit the HR Website at: <https://www.cmc.edu/human-resources/performance-management-program>
 - Performance Management Communication
 - Performance Management Guide
 - Workday Job Aides