

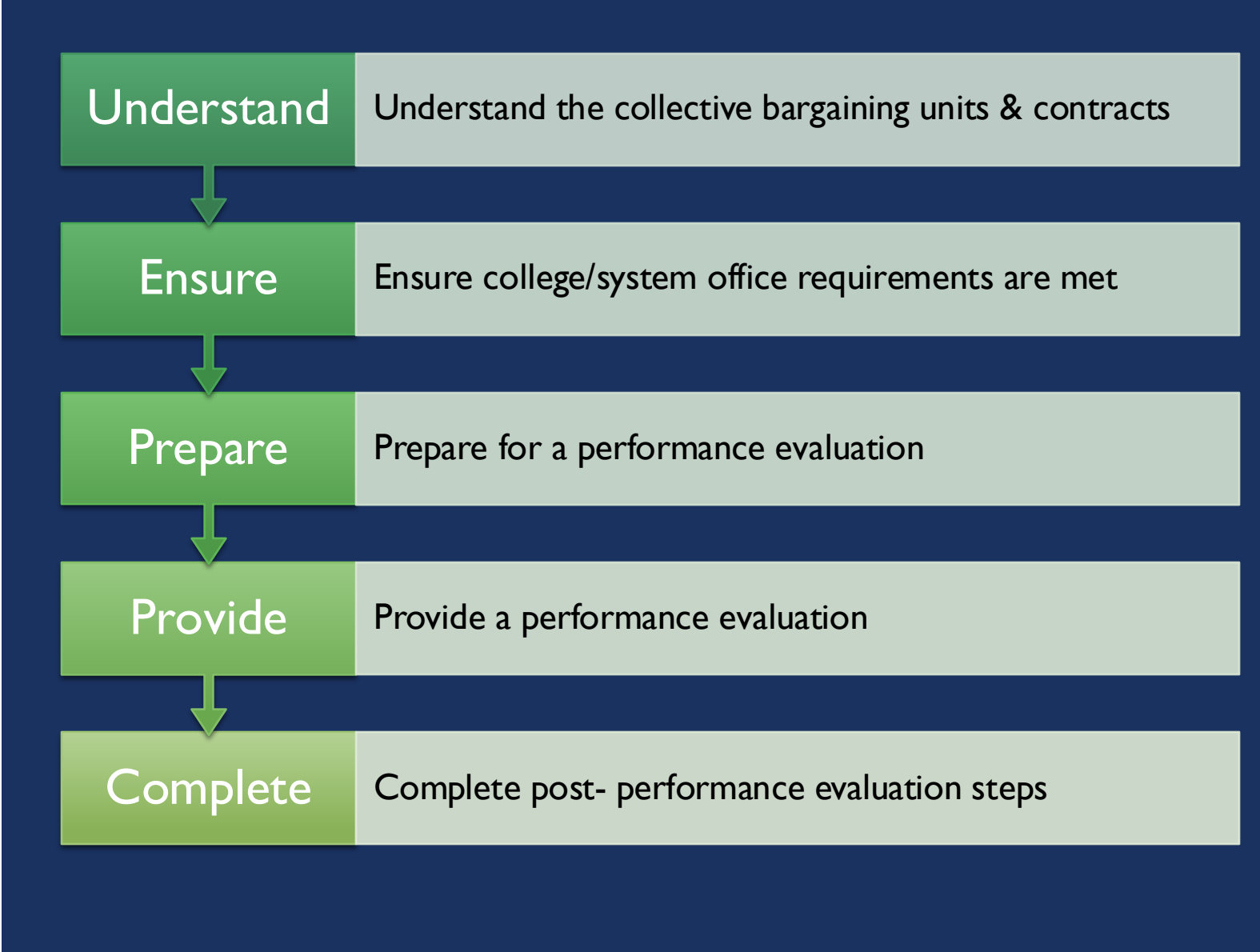


Maine Community College System

PERFORMANCE EVALUATION TRAINING

DEVELOPED BY THE MCCS DEPARTMENT OF HUMAN RESOURCES (2024)

OVERVIEW



UNDERSTANDING THE COLLECTIVE BARGAINING UNITS & CONTRACTS

To provide an appropriate performance evaluation, you must first fully understand the collective bargaining unit and contract to which with your direct report is classified. If you're unsure of which unit your direct report is in, please contact your local HR representative.

UNDERSTANDING THE COLLECTIVE BARGAINING UNITS & CONTRACTS (CONT.)

Within MCCS
there are six
collective
bargaining
units.

- AFSCME
- MEA Administrators
- MEA Faculty
- MSEA Adjunct
- MSEA Support Services
- MSEA Supervisory

UNDERSTANDING THE COLLECTIVE BARGAINING UNITS & CONTRACTS (CONT.)

To find the both past and current collective bargaining contracts, please navigate to: mymccs.me.edu.

- Navigate to the HR tab on the banner.
- On the left hand side, you will find a link to the collective bargaining contracts.
- Each of the up-to-date contracts will be linked here.

The screenshot shows the MyMCCS website interface. At the top, a dark blue navigation bar contains links for Home, COVID-19, Free College, HAF, SIS Implementation, HR, and MCCS Strategic Plan. Below this, a breadcrumb trail reads "You are here: HR > HR Home". On the left, a vertical navigation menu lists various HR services, with "Collective Bargaining Contracts" highlighted and a red arrow pointing to it. The main content area on the right features a "MCCS Login Portlet" with a "User Name:" field, a "Welcome" section with introductory text, and a contact information section at the bottom.

UNDERSTANDING THE COLLECTIVE BARGAINING UNITS & CONTRACTS (CONT.)

Within each contract, it is critical to navigate to the section regarding evaluations and/or appraisal to ensure that you have a deep understanding of what is required by the specific unit.

Please ensure you meet the criteria outlined and avoid any practices that may violate the contract. If you have questions, please connect with your local HR representative.

ENSURE COLLEGES/SYSTEM OFFICE REQUIREMENTS ARE MET

While the overarching process of evaluations are outlined in the collective bargaining contracts, the specific process and timing may differ at each of the colleges or at the system office.

Please ensure you consult the local HR representative prior to conducting any performance evaluations to ensure you are meeting their specific requirements.

ENSURE
COLLEGES/SYSTEM
OFFICE
REQUIREMENTS
ARE MET (CONT.)

Example: According to the contract, the evaluation process for faculty members may vary depending on the college.

More specifically, these evaluations would align with “the criteria and procedures developed by a **local** college Faculty Management Evaluation Committee”.

(MEA Faculty contract, 2021-2024)

PREPARING FOR A PERFORMANCE EVALUATION

As you prepare to provide a performance evaluation, it is important to remember **why** you are providing this evaluation. It is not simply to meet the terms of the contract, to meet a deadline, or to check something off a list.

Providing feedback to employees is critical to the professional growth of an individual. As a supervisor, you have an incredible opportunity to make an impact on an employee by highlighting their accomplishments, providing them an opportunity to enhance their skillset, and assist them in the goal setting process to get a better understanding of their aspirations. After all, supporting the professional growth of employees is one of the many benefits of serving as a supervisor.

PREPARING FOR A PERFORMANCE EVALUATION (CONT.)

Gathering relevant materials:

- **Performance evaluation template-** Ensure you have the performance evaluation template that matches the collective bargaining contract. If your college uses a self-assessment in addition to the evaluation form, ensure you provide that to the employee.
- **Review documentation-** Be sure to review all feedback provided to the employee within the last year, to review and incorporate those areas in the annual performance evaluation.
- **Job description-** Ensure you have the most up to date job description currently on file for the position.

(Vanderbilt, n.d.)

PREPARING FOR A PERFORMANCE EVALUATION (CONT.)

Setting up the meeting:

- **Notice:** Ensure proper notice is provided for the meeting, ideally 5-10 days.
- **Location:** Think about an appropriate location of the meeting (i.e. your office, their office, neutral office, classroom).
- **Duration:** Be mindful about the duration of the meeting to ensure there is enough time to cover all outlined areas of the evaluation and to provide the employee the opportunity to share and provide input and/or feedback.

(Vanderbilt, n.d.)

PREPARING FOR A PERFORMANCE EVALUATION (CONT.)

Distributing information in advance of the meeting:

- **Pre-work:** Address any expectations of pre-work to be completed prior to the meeting (i.e. self-assessment).
- **Job Description:** While employees should receive a copy of their job description during their first week, it is important to provide another copy during an evaluation.

PROVIDING THE PERFORMANCE EVALUATION

As mentioned, specific information regarding evaluations as well as templates for performance evaluations can be found in the collective bargaining contracts for each of the units. In the next few slides, we will review each unit and the overarching areas to review.

PROVIDING THE PERFORMANCE EVALUATION (CONT.)

MSEA Support, MSEA Supervisory, and AFSCME:

General Information: demographic information including name, position, classification, etc.

Concise Descriptions of Major Job Responsibilities: which should be included in job description.

Performance Expectations: including expectation, result and a rating of exceeded, met, did not meet.

Assessment of Competencies: rating differing areas as outstanding, satisfactory, or needs improvement.

Employee Development Plan: goal setting and professional development.

Periodic Review: timing of reviews and signatures.

Overall Performance Rating: rating as exceeded expectation, met expectations, did not meet expectations.

PROVIDING THE PERFORMANCE EVALUATION (CONT.)

MSEA Support, MSEA Supervisory, and AFSCME:

For employees in the probationary period, please consult your **local** HR representative to determine the expectations of frequency for review. The MCCS System Human Resources Office recommends a three-month evaluation for a six-month probationary period or a six-month evaluation for a twelve-month probationary period.

PROVIDING THE PERFORMANCE EVALUATION (CONT.)

MEA Administrator

Elements of the Job Description: assess the employee's capability to meet the demands of the work outlined in the job description.

Overall Performance: assess traits and qualities of effectiveness.

Major Highlights: achievements, challenges, goal setting, professional development, etc.

Signatures: both employee and supervisor.

(MEA Administrator contract, 2023-2025)

PROVIDING THE PERFORMANCE EVALUATION (CONT.)

MEA Administrator

Administrators serve in a probational period for up to 18 months. Within this time, “Probationary employees shall be evaluated at least twice during each year of the probation.” For additional information related to the probationary period, please refer to the collective bargaining agreement.

(MEA Administrator contract, 2023-2025)

PROVIDING THE PERFORMANCE EVALUATION (CONT.)

MEA Faculty

According to the collective bargaining contract, “faculty members shall be evaluated annually in accordance with criteria and procedures developed by the local college faculty/management evaluation committee. If the committee is unable to reach mutually agreeable criteria and procedures, the matter shall be forwarded to the System and the Association for resolution.”

For the minimum requirements for faculty evaluations, mutually agreed upon, please reference the collective bargaining agreement.

(MEA Faculty contract, 2021-2024)

PROVIDING THE PERFORMANCE EVALUATION (CONT.)

MSEA Adjunct

Much like faculty, the evaluation criteria and procedures for adjunct may differ between the local colleges. Adjunct **may** be evaluated to maintain and promote academic standards and to assess qualifications and competency.

For the minimum requirements for adjunct evaluations, mutually agreed upon, please reference the collective bargaining agreement.

(MSEA Adjunct contract, 2023-2024)

PROVIDING THE PERFORMANCE EVALUATION (CONT.)

Confidential

Confidential employees are "at will" employees, and according to policy 404, "shall be assessed annually using established standards of performance" determined by the employee's place of employment (i.e., college or system office).

(Policy 404 Confidential Employees: Benefits)

EVALUATION QUICK GUIDE

Unit	Probation Period	Eval. Frequency During Probation	Eval. Frequency Post-Probation
AFSCME	6 months (new hire) 3 months (promotion)	Once (suggested for new hire or promotion)	Annually
MSEA Support	12 months (new hire) 3 months (promotion)	2 times annually (suggested for new hire) Once (suggested for promotion)	Annually
MSEA Supervisor	12 months (new hire) 3 months (promotion)	2 times annually (suggested for new hire) Once (suggested for promotion)	Annually
MEA Administrator	18 months (new hire) 3 months (promotion)	2 times annually (suggested for new hire) Once (suggested for promotion)	Annually
MEA Faculty	3 years	2 times annually	Annually
MSEA Adjunct	N/A	N/A	Annually
Confidential	N/A	N/A	Annually

PROVIDING THE PERFORMANCE EVALUATION (CONT.)

Tips for providing a strong performance evaluation:

- Be organized and prepared (have all documentation and talking points ready)
- Focus on the period which the evaluation is covering (3 months, 6 months, 1 year, etc.)
- Be specific and clear in your feedback (ensure the employee understands)
- Engage in two-way conversation when possible (i.e. goal setting, problem solving, etc.)
- Take the time to update the job description, if needed, to accurately reflect role
- Do not wait until an annual evaluation to address a concern or issue
- Avoid being defensive if the employee becomes angry or frustrated

PROVIDING THE PERFORMANCE EVALUATION (CONT.)

Tips to respond if the employee becomes frustrated and/or angry:

- Acknowledge the employees' feelings
- Allow time for the employee to respectfully express their opinion
- Actively listen to understand rather than simply respond
- Clarify any points of confusion
- Avoid being defensive or trying to combat feedback
- Ask open-ended questions to garner more information
- Respond with next steps and plan follow up
- Seek HR support if needed

COMPLETING POST- PERFORMANCE EVALUATION STEPS

Please ensure you have completed all the necessary final steps post evaluation as outlined in the collective bargaining contracts. Examples of these items may include:

- Ensuring both the employee and supervisor sign the completed evaluation.
- Provide the signed copy of the evaluation to both the employee as well as the local local HR representative.

COMPLETING POST- PERFORMANCE EVALUATION STEPS (CONT.)

Tips for post-performance evaluation:

- Consider a frequency schedule for check-ins
- Make a plan for ensuring goals are met
- Identify and Register for professional development opportunities
- Recognize and highlight improvement and/or achievements
- Provide regular feedback
- Address concerns as they arise

REFERENCES

Vanderbilt. (n.d.). *Top Tips for Conducting Successful Performance Evaluations*.

Retrieved from Vanderbilt Human Resources:

<https://hr.vanderbilt.edu/compensation/TopTipsPerformanceEvaluations.pdf>

QUESTIONS?



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