

**Title: Performance Management Policy**

**Initial Action: 4/23/81**

- Board Resolution: 81-022; 98-040; 04-020; 17-060; 24-027
  - Last Revised: Archived 5/29/98
    - Policy: Revised – May 23, 2024
    - Procedure: May 23, 2024
  - Last Reviewed: May 23, 2024
  - Effective: 12/7/17
  - Next Review: May 23, 2027
  - Responsibility: Executive Director of Human Resources
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**Policy:**

Cecil College’s Performance Management Policy is used to address both work performance and behavioral issues for all full-time and part-time employees who have successfully completed their probationary period. Whenever possible, Cecil College will use progressive discipline to address unacceptable work performance and/or behavior, including violations of the College’s Employee Conduct policy. Nothing in this policy or procedure however shall preclude the College from taking action without prior warning when deemed appropriate by the College to address serious behavior or performance-related issues. For employees who are within their probationary period see the College’s Probationary Policy.

**Procedure:**

For employees who have successfully completed their probationary period, unacceptable work performance and/or behavior will typically be addressed according to the following progressive disciplinary procedure:

**Informal Counseling:** Informal Counseling allows for supervisors and employees to have conversations, as appropriate, to ensure performance and work behavior are aligned with the College’s expectations. Informal Counseling is not considered discipline or formal performance management. The purpose of Informal Counseling is for supervisors to outline and clarify expectations and provide an opportunity for employees to ask questions regarding those expectations. When informally counseling employees, supervisors should summarize the counseling session, including their expectations of the employee. As Informal Counseling is neither discipline nor formal performance management, Informal Counseling is not grievable. Informal Counseling is not required before formal discipline or performance management is issued, however such counseling should be used where feasible as determined by the supervisor.

1. **Verbal Warning:** When an employee commits an infraction of a work rule or engage in any other behavior that necessitates correction, the employee's supervisor shall meet with the employee privately and clearly explain their objection to the behavior/work performance, state what the acceptable standard is, and encourage the employee to improve. A Verbal Warning should generally follow Informal Counseling in appropriate circumstances; however, Informal Counseling is not a prerequisite to issuance of a Verbal Warning. The supervisor may offer additional support and referrals, if appropriate, to assist the employee in identifying and overcoming potential barriers to success. The supervisor is expected to communicate a summary of the Verbal Warning, using the College's Performance Management Form, including expectations for the employee. The employee will be notified that a verbal warning is the first step in the progressive disciplinary procedure. The Verbal Warning shall be filed in the employee's personnel file located in the Human Resources Office. Verbal Warnings shall include notice of the College's Grievance Policy.

2. **Written Warning:** If the verbal warning fails to correct the behavior, or the College determines that behavior is serious enough to bypass the first step in the progressive disciplinary procedure, the supervisor, in consultation with the Executive Director of Human Resources and appropriate department head, may prepare a Written Warning using the College's Performance Management Form. The supervisor shall meet with the employee to discuss the Written Warning. The Executive Director of Human Resources and/or appropriate department head may be present during the meeting at the College's discretion. The Written Warning shall be filed in the employee's personnel file located in the Human Resources Office. In the College's discretion, a Final Written Warning may be issued prior to additional steps in the disciplinary process. Written Warnings shall include notice of the College's Grievance Policy.

### **Responses to Verbal and Written Warnings:**

An employee may submit a written response to a Verbal Warning or Written Warning within five (5) calendar days of the issuance of the Verbal Warning or Written Warning. A timely written response will be attached to the Verbal Warning or Written Warning. A copy of the response will be provided to the supervisor who issued the Verbal Warning or Written Warning. Responses submitted after five (5) days will not be accepted.

The written response does not change the time to file a grievance pursuant to the College's Grievance policy.

3. **Suspension Without Pay:** If the Written Warning fails to correct the behavior, or the College determines that the behavior is serious enough to bypass prior steps in the performance management process the employee's supervisor, in consultation with the Executive Director of Human Resources and

appropriate department head, may submit a written recommendation for Suspension Without Pay to their Vice President using the Performance Management Form. The recommending supervisor, and the Executive Director of Human Resources and/or appropriate department head, will meet with the employee, and the employee will be provided:

- An explanation of the recommendation for Suspension Without Pay;
- An opportunity to respond; and
- Notice of the College's Grievance Policy.

The Vice President will coordinate with the Human Resources Office to conduct any additional investigation of the underlying issue(s) as deemed necessary by the College. The Vice President will then make a decision regarding approval of the recommended Suspension Without Pay, and the employee will be notified of that decision. Notices of Suspension Without Pay shall include notice of the College's Grievance Policy.

**4. Recommended Dismissal:** If the Suspension Without Pay fails to correct the behavior, or the College determines that the behavior is serious enough to bypass prior steps in the performance management process formal written notice recommending Dismissal of an employee may be made by the supervisor, or other individual within the employee's chain of command, in consultation with the Executive Director of Human Resources and appropriate department head, to the President or designee. The recommendation shall state the underlying issues refer to the work rule(s) or performance expectation(s) that have not been met; and explain any previous actions that have been taken to correct the issue(s). The recommending supervisor or other individual within the employee's chain of command, and the Executive Director of Human Resources and/or appropriate department head, will meet with the employee and the employee will be provided:

- An explanation of the Recommended Dismissal;
- An opportunity to respond; and
- Notice of the College's Grievance Policy.

The President, or designee will coordinate with the Human Resources Office to conduct any additional investigation of the underlying situation, as deemed necessary by the College. The President or designee will then make a decision regarding approval of the Recommended Dismissal, and the employee will be notified of that decision. A notice of Dismissal shall include reference to the College's Grievance Policy.

Procedures may be modified if the disciplinary action involves an administrator or executive level employee.

### **Investigations:**

The College may suspend an employee with or without pay pending investigation. Should the investigation not result in disciplinary action, the employee will be compensated for the days spent on unpaid status pursuant to this provision.

An employee suspended with pay pending an investigation that does not result in disciplinary action, may not grieve the suspension with pay as no adverse action or pay was lost during the investigation.

### **Performance Improvement Plan:**

Cecil College is committed to providing employees with the opportunity to improve their work performance in order to continue successful employment at the College. In the event an employee fails to consistently meet performance expectations, a supervisor may elect to place the employee on a performance improvement plan (PIP). PIPS are not grievable.

A PIP is a short-term plan which outlines expectations for improvement of work performance within a specified period of time. PIPS usually run for 30-90 calendar days. Supervisors should work with the Human Resources Office to design and implement the PIP. PIPs may be implemented independently or in conjunction with any warning step under the performance management process.

Failure to meet the expectations established by a PIP, and maintenance of acceptable performance, may result in disciplinary action up to and including termination of employment. PIPs may be extended for an additional period not to exceed an additional 90 calendar days.

**PERFORMANCE MANAGEMENT FORM**

**Employee Name** \_\_\_\_\_

**Department** \_\_\_\_\_

**Supervisor** \_\_\_\_\_

**Date of Action** \_\_\_\_\_

**(Attach additional sheets or memos as needed)**

Check the level of performance management the employee is receiving:

- Verbal Warning
- Written Warning
- Suspension Without Pay

1. Describe the problem using facts, including dates of action or inaction:
  
2. List work rules violated or performance expectations that have not been met:
  
3. Describe any previous counseling or disciplinary action, including dates:
  
4. State what improvements or corrections are expected from the employee:
  
5. List follow-up actions, agreements and/or future meeting dates:

I have reviewed the Performance Management Form and understand that failure to correct the identified problem(s) will result in further disciplinary action, up to and including dismissal from employment.

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date

Comments by Employee (attach additional pages, if needed):

Comments by Supervisor/Division Head (attach additional page, if needed):

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Signature of Supervisor  
Issuing Performance Management

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Date

**Performance Improvement Plan (PIP)**

A PIP is a short-term plan which outlines expectations for improvement of work performance within a specified period of time. Failure to meet the expectations established by the PIP, and maintain acceptable performance, may result in disciplinary action up to and including termination of employment.

**Employee Name:** \_\_\_\_\_ **Department:** \_\_\_\_\_

**Supervisor:** \_\_\_\_\_

**PIP Start date:** \_\_\_\_\_ **PIP End date:** \_\_\_\_\_

#	Duties & Improvement Required	Expected Outcome/Measure	Support Provided	Date Due	Comments (To be completed at follow up meeting)

I have reviewed the Performance Improvement Form and understand that failure to correct the identified problem(s) will result in further disciplinary action, up to and including termination from employment.

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date