Western Technical College District Board
Planning, Policy, and Instruction Committee
CHAIR: Dave Laehn

Tuesday, March 15, 2016
1:00 – 2:00pm

Administrative Center
111 Seventh Street N • Room 405 • La Crosse, WI

AGENDA

Attachment(s)

1. **Achieve the Dream** – Tracy Dryden | Denise Meyer .............................................. Page 2

2. **Policy Review** – Amy Thornton
   a) A0122 Board Budget .......................................................................................... Page 4
   b) A0123 Lifetime Membership Program (ACCT) .................................................. Page 5
   c) A0124 Borrowing of Equipment and Supplies by Board Members ................. Page 6
   d) A0200 Delegation of Authority .......................................................................... Page 7
   e) A0201 Board - President Relations ......................................................................... Page 8
   f) A0201a Succession Planning .................................................................................. Page 9
   g) A0202 Code of Ethics for President ........................................................................ Page 10
   h) A0203 President Evaluation ................................................................................ Page 11
   i) A0204 Services of Legal Counsel ......................................................................... Page 12
   j) A0205 Hold Harmless Policy for President ......................................................... Page 13
   k) B0404 Surplus Property Disposal ........................................................................ Page 14
   l) B0500 Procurement ............................................................................................... Page 16
   m) C0407 Reimbursement for Interview and Relocation Expenses ..................... Page 18

3. **Policy | Procedure Revision** – Wade Hackbarth

4. **Modified Employee Handbook Procedure** – Wade Hackbarth
   a) Probation Period .................................................................................................. Page 22
Achieving the Dream - Five Principles

Committed Leadership - Broad Engagement - Culture of Evidence – Systemic Institutional Improvement - Equity

Five Goals of Achieving the Dream

Complete Dev Ed Courses – Complete Gateway Math and English – Complete Attempted Courses with a C or Better – Persist Fall-to-Spring and Fall-to-Fall – Graduate with a Certificate or a Degree

Western’s Implementation Plan

Excellence in Teaching Inside and Outside the Classroom

- 1.1 Faculty engagement strategies for outside the classroom (Ann Lichliter and Lisa Heise)
- 1.2 Comprehensive Faculty Development Catalog (Josh Gamer and Brandee Ortery)

Redesigning Pathways to Credential Attainment

- 2.1 Adult career pathways (Mike Poellinger, Doreen Olson)
- 2.2 Student Success Course (Denise Meyer and Mandy Church-Hoffman)
- 2.3 Acceleration strategies for English and Math (Denise Meyer and Mary Anna Thornton)

Academic Assessment and Placement Redesign

- 3.1 Multi-modal entrance assessment and placement process (Denise Meyer and Mary Anna Thornton)
- 3.2 Decoupling of college entrance assessment and program entrance assessment (Denise Meyer and Joan Miksis)
Western’s Comprehensive Program Evaluation Model (Quality Review Process or QRP)

**Data Inputs (Quantitative and Qualitative)**

**Occupational Program**
- Course Completion (Wisconsin Technical College System - WTCS – comparative)
- Fall-to-spring Retention (WTCS Data Cube – comparative)
- 1-year Retention (WTCS Data Cube – comparative)
- 2-year Retention (WTCS Data Cube - comparative)
- 3-year Graduation (WTCS Data Cube – comparative)
- Combination Retention/Graduation (WTCS Perkins – Comparative)
- Program Completion and Transfer (WTCS Data Cube – comparative)
- Student Learning Outcomes Assessment (includes Technical Skill Attainment)
- Student Satisfaction Inventory Results (Noel-Levitz)
- 5-year Labor Market Projections (EMSI software)
- 5-year Enrollment Trend Data (WTCS Data Cube)
- 360˚ Program Assessment
- Facilitator Summary

**General Studies Departments**
- Course Completion by Department (WTCS – comparative)
- Course Completion by Course (Western, WTCS- comparative)
- Student Learning Outcomes Assessment (by Core Ability)
- Student Satisfaction Inventory Results – Associate of Science Liberal Arts (ASLA) and Undeclared (Noel Levitz)
- ASLA Course Completion
- ASLA Retention
- ASLA Graduation
- 360˚ Program Assessment
- Enrollment Trends
- Facilitator Summary

**Learner Support and Transition**
- English Language Learner Gains
- Basic Skill Gains
- Enrollment Trends
- Outcomes for Correctional Education
- Transition to Credit Programming
- 360˚ Assessment
- Facilitator Summary

**Plan, Do, Check, Adjust (PDCA)**

- **Data and Evidence Analysis**
  - Every three years
  - 10 Components of Career Pathways Survey Instrument
  - Internal and External Stakeholder Input
  - Program Level Accreditation Feedback

- **Pattern and Trend Identification & Root Cause Analysis**
  - Annually

- **Best Practice Exploration and Solution Selection**
  - Annually

- **Improvement Plan Creation**
  - Ongoing

- **Improvement Plan Implementation**
  - Ongoing

- **Checking and Adjusting**
  - Ongoing

- **Informs Program Plan and Budget**
  - Faculty Quality Assurance System (FQAS) – Data and Evidence Analysis Competencies Met

- **Facility Quality Assurance System (FQAS) –**
  - Planning, Policy & Instruction Committee

- **March 15, 2016**
The District shall maintain a budget, in order to carry out the duties of the District Board. The purpose of the budget shall include routine expenses normally associated with board activities as defined under Wisconsin statutes, as well as activities designed to enhance the development of the board, and its members, in carrying out the duties of the board.

The Treasurer shall review the status of the budget periodically and make recommendations to the District Board as a whole.

Reviewed June 15, 2004
Adopted August 21, 1997
A0123 -LIFETIME MEMBERSHIP PROGRAM

The Association of Community College Trustees (ACCT) offers a Lifetime Membership Program as a way to honor outstanding and retired Board Members, and to pay tribute to trustee contributions to their communities and their colleges.

The Lifetime Membership Program investment supports and promotes continuing trustee education and professional development and includes the following benefits:

- Lifetime members receive a Complimentary registration to all meetings after retiring from the Board, including the ACCT Annual Convention, Regional Seminars, and the National Legislative Seminar.
- Complimentary issues of The ACCT Advisor, Trustee Quarterly, and other special publications.
- Recognition in the ACCT Annual Report and other special publications.

The Board of Directors of Western Technical College finds it in the interest of the College to recognize retiring Board members with ten years or more of service, and also an expressed interest in continuing to participate with the Association of Community College Trustees ACCT membership, through and the Lifetime Membership Program. The conferring of the lifetime membership in the Association of Community College Trustees is subject to approval and authorization by the Board of Directors.

Reviewed June 15, 2014
Adopted October 17, 2000
A0124 - BORROWING OF EQUIPMENT AND SUPPLIES BY BOARD MEMBERS

In the interest of improving communications on a District-wide basis, Board members are encouraged to access District computer services from remote locations.

Board members may request the loan of College computer or communication equipment to aid and facilitate them in the performance of their duties. The College will bear the expenses of the installation, maintenance, and repair of such equipment and other expenses as may be associated with the routine operation and use of the equipment. The use of College equipment loaned to Board members is limited to the educational purposes of the College or for the functions of the Board and not for personal reasons or gains.

Appropriate sign-out and sign-in procedures as well as an inventory of equipment loaned to Board members will be maintained by the Computer and Telecommunication Services/Information Management and Networking Systems Department. The lending of College equipment may not extend beyond the term of office of the Board member.

Revised June 15, 2004
Adopted December 18, 2001
A0200 DELEGATION OF AUTHORITY

The Western District Board employs a President who shall serve as the Chief Executive Officer of the College. The Board delegates to the President the administrative responsibilities of carrying out the details of educational programs and services, student support services, business operations and finance, personnel, college and community relations, and all other operational functions of the College to the President.

The President, at his/her discretion, may delegate to other College personnel the exercise of any powers and the discharge of any duties imposed upon him/her by the Board. The delegation of the power or duty, however, does not relieve the President of responsibility for the action taken under such delegation.

Revised October 20, 2004
Reviewed December 15, 1992
Revised June 21, 1988
Adopted November 28, 1979
Wisconsin Statute 38.12(3)(a)(b)
A0201 BOARD - PRESIDENT RELATIONS

The Western District Board’s primary functions are review and adoption of policies, review of College programs and services, and the employment and evaluation of the President. The President's primary function is to administer the operations of all functions of the College.

This delineation of duties of the Board and the President allows the Board to focus its time and energy on policy development and implementation, strategic planning, and review of College accomplishments in light of the Mission Statement (Policy A0100) and Board Values (Policy A0100a); whereas, the President is to administer the College within the policies established by the Board and to keep the Board informed of College operations.

Revised October 20, 2004
Reviewed December 15, 1992
Revised June 21, 1988
Adopted September 26, 1979
Wisconsin Statute 38.12(3)(a)
A0201a SUCCESSION PLANNING

Western Technical College is dedicated to an organizational philosophy of continuous quality improvement where the College President plays an essential leadership role in advancing continuous quality improvement. The Board is dedicated to maintaining leadership consistency. When a leadership change occurs with the College President’s position, the Board will actively seek a new leader who has the requisite experience, leadership philosophy, and commitment to maintain a philosophy of continuous quality improvement.

Adoption Dec 20 2005
First Reading Nov 22 2005
Policy & Instruction Committee Oct 18 2005
A0202 CODE OF ETHICS FOR PRESIDENT

It shall be the duty of the President to comply with Wisconsin Statutes with respect to the proper and appropriate conduct of the position. In keeping with the College’s goals to develop quality educational programs and services, consistent with the College’s philosophy and objectives which leading to gainful employment of students, the President shall:

1. **Shall** perform all mandatory, non-discretionary and ministerial duties of his/her office within the time and in the manner required by law.

2. **Shall** make a personal commitment to the duties of the position, uphold the law and conduct College business with fairness, honesty, integrity, professionalism, and with full regard to the public trust of the office.

3. **Shall** never act in excess of his/her lawful authority.

4. **Shall** not, by act of commission or omission, in the capacity as an employee of this College exercise a discretionary power in a manner inconsistent with the duties of his/her position or in the rights of others, or with the intent to obtain a dishonest advantage for her/himself or for another.

5. **Shall** not, in his/her capacity as an employee of the College, make an entry in an account or record book or return, certificate, report or statement which, in a material respect, is intentionally falsified.

6. **Shall** not, under color of his/her position, intentionally solicit or accept for the performance of any service or duty anything of value, including but not limited to, any gift, loan, favor or service given for the purpose of influencing him/her in the discharge of official duties.

7. **Shall** not surrender his/her responsibilities under law to any other person, group, or organization.

8. **Shall** not use College property, facilities or resources for private or personal gain for self, family or others.

9. **Shall** act with high moral and ethical standards in the use of technology in the District.

10. **Shall** not use confidential information for personal gain or benefit or that of family or others.

11. **Shall** observe pertinent policies of this Board.

12. **Shall** act in what is, in his/her opinion, conceived to be the best interest of the citizens of the entire District. Similarly, shall grant no special consideration, treatment or advantage to any citizen beyond that which is available to every other citizen.

13. **Shall** not participate, either directly or indirectly, in purchases for personal use for less than full value by utilizing discounts allowed to the College.

14. **Shall** remove oneself from consideration on any matter before the Board which does, or could, result in personal financial gain for oneself or family except as allowed in Wisconsin Statute 946.13, or as otherwise permitted by law. The President/District Director shall use due diligence to be apprised of the details and scope of the business of the College so asto refrain from considerations where a conflict or an unresolved potential conflict of interest may exist.

15. **Shall** endeavor to meet all the requirements of state and federal law and regulations pertaining to education including the regulations of the Wisconsin Technical College System Board.

16. **Shall** utilize all due diligence in carrying out the directives of the Board.

17. **Shall** follow the directives set forth in the Hatch Act when conducting any political activity.

18. Nothing in this policy shall deny an employee the rights of a citizen under the Constitution of the United States of America, the Constitution of the State of Wisconsin, Wisconsin Statutes or any other bona fide regulations of this State.

The President is responsible for establishing a code of ethics for all employees of the College.
A0203 PRESIDENT EVALUATION

The Western District Board will provide an annual evaluation of the president's performance. The evaluation process will be conducted by the Chairperson of the Board in accordance with the procedure established by contract with the president.

Revised October 20, 2004
Reviewed December 15, 1992
Adopted June 21, 1988
Wisconsin Statute 38.12(3)(d)
A0204 SERVICES OF LEGAL COUNSEL

College business may require the procurement of legal services. These services, when required on behalf of the College, may be requested from outside legal counsel only through the Western District Board Chairperson or the President, or their designees.

When a board member believes there is a need for legal counsel on behalf of the College, a request should be made to the Board Chairperson for approval. When a College administrator believes there is a need for legal counsel on behalf of the College, a request should be made to the President, or his/her designee.

When the above-named persons conclude that unusual amounts of legal service may be required, the Board Chairperson or President shall inform the Board of the matter.

Legal counsel will be established annually by the District Board during its July organizational meeting and formalized through an engagement letter. Retainer agreements will not be utilized nor will fringe benefits be applied to legal services.

Revised April 18, 2006
Reviewed February 21, 2006
Revised August 16, 2005
Revised October 20, 2004
Reviewed December 15, 1992
Revised June 21, 1988
Adopted August 26, 1980
Wisconsin Statute 38.14(1)
The Board of the Western Technical College District Board does hereby indemnify and hold the president totally harmless for any liability which he/she may incur in the normal course of his/her duties and per his/her employment contract.

The foregoing resolution shall be applicable to acts occurring both prior to and subsequent to the date of adoption of this policy, and the indemnification provided for herein includes reasonable attorneys' fees and costs.

Revised February 8, 2005
Revised October 20, 2004
Reviewed December 15, 1992
Revised June 21, 1988
Adopted November 28, 1979
Wisconsin Statute 38.12(3)
B0404 DISPOSAL OF ITEMS OF EQUIPMENT AND/OR MATERIAL(S) THAT ARE NO LONGER NEEDED SURPLUS PROPERTY

DISPOSAL POLICY

Surplus Property is defined as items of equipment or material that are in excess of department/District needs, no longer usable in the instructional program and/or operation of the department/District, technically or mechanically obsolete, or no longer functional. The Business Office has the authority to authorize the disposal of District surplus property.

Disposal of Western Technical College surplus property (equipment, materials, and supplies, including scrap and waste) shall be handled in accordance with College policy and procedures and in a manner consistent with the state statutes and state board requirements. At no time shall said disposition result in a monetary benefit, direct or indirect, for a college employee or District board member. Wis. Statute 38.14(2)(bm) only allows districts to sell property it no longer needs which, by definition, does not allow districts to donate surplus property.

1. When management of the District determines that items of equipment or materials are no longer usable or needed in the instructional program and/or operation of the District, they shall communicate this, in writing, to their immediate supervisor. A Surplus Property Disposal Form shall be completed and approved by the Dean/Director and then submitted to the Business Office.

2. The Dean/Director, or designee, shall search the records of the equipment or material(s) related to involvement of state or federal funds and/or property acquisition regulations, and shall comply with any regulations that are applicable.

3. The Dean/Director, or designee, shall then determine whether the equipment and/or material(s) involved has salable value. If so, they shall arrange for the sale of the equipment or material(s) through the appropriate procedure of advertising and accepting bids or outright sale, whichever will generate the greater return for the College. The method of disposal shall insure no favoritism or conflict of interest. Special situations that involve disposal of equipment and materials shall be discussed with the Vice President of Finance and Operations.

3. The FMV (Fair Market Value) of the equipment or material shall be determined prior to disposal:

- If the FMV of the equipment is greater than or equal to $25,000 WTCS Office must approve the disposal.
- If the FMV is under $25,000 the District shall arrange for the disposal of the equipment via one of the following methods:
  - Trade in on the purchase of new equipment
  - Sale of the equipment or material(s) through the appropriate procedure of advertising and accepting bids or outright sales, whichever will generate the greater return for the College. The method of disposal shall insure no favoritism or conflict of interest.
  - Transfer to another governmental agency
- If the equipment or material(s) is not sold via one of these methods, the Business Office will decide whether the items should be scrapped or disposed of.
4. If the equipment or material(s) is not sold in this manner, it shall then be determined by the Dean/Director, or designee, whether the item(s) should be scrapped or transferred to the Physical Plant Department for disposal.

4. If a transaction from the sale of equipment or material(s) generates revenue in excess of $500 and "like items" are intended to be purchased with the revenue, the revenue less any disposal costs will be deposited into the department's capital equipment account. All other revenue will be deposited into the College-wide capital equipment account.

5. In all instances, records of disposal shall be maintained and all inventoried items shall be processed through the Business Services Office for 3 years from the date of disposal.

6. Revenues generated from the sale of equipment or material(s) will go to the College-wide capital equipment account.

7. Expenses related to the sale of the equipment (shipping, handling, labor) must be approved in advance.

8. Property or material(s) may be given to a charitable or tax-exempt organization. Clearance needs to be obtained from the President, or his/her designee, and written documentation on the transaction filed with the Physical Plant Department.

Revised November 16, 2004
Reviewed January 19, 1993
Revised March 19, 1991
Adopted November 28, 1979
**B0500 PROCUREMENT**

*Procurement* means buying, purchasing, renting, leasing, or otherwise acquiring any supplies, services, equipment, or construction and includes any other activity pertaining to obtaining supplies, services, equipment, or construction. Any procurement transaction must be formally processed and approved by proper authority to be a valid claim against the District.

The Western Technical College District Board (District Board) shall authorize procurement transactions that are determined to be in the best interest of the District while providing for open and free competition. It is the responsibility of the District Board to protect the interests of the District while complying with current federal and state laws/statutes, regulations, administrative rules, and agency procedures. In recognition of this responsibility, the District Board directs the following:

**General Requirements**

A. The [Wisconsin Technical College System Board Procurement Policy, Section 6 of the Financial Accounting Manual](#), is adopted as the College’s Procurement Policy and Procedure. This procurement policy and procedure is based on, but not limited to, [Wisconsin Administrative Code, Chapter TCS 6 (6.05 procurement)](#), and the Office of Management and Budget’s [2 CFR Part 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards](#). Office of Management and Budget Circular A-102, Attachment O. All federal regulations apply unless the State Board policy, state statutes, or administrative rules are more restrictive.

B. The Board delegates the authority to the President or his/her designee to implement and provide oversight review of the procurement policy and procedure. The President or his/her designee shall, from time to time, develop such procedures as are necessary to carry out this responsibility.

C. Annually, the Business Office shall prepare a review of all procurements of $50,000 or more of similar goods, supplies, or services to determine if a more competitive process should be used in succeeding years. This review is to be based on a report containing transaction detail grouped by similar goods, supplies, and services and a total for each grouping. Annually, the District Board shall take formal action by October 31 on the procurement review and report related to the prior fiscal year.

D. All District staff must comply with the Code of Ethics set forth in [Policy C0206](#) and the [Conflict of Interest and Acceptance of Gift Policy set forth in Policy C0208](#).

E. The Business Services Office shall provide oversight review on a College-wide basis.

F. Procurements with a funding source from a federal grant are required to follow the policies established by the Office of Management and Budget’s [2 CFR Part 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards](#). The policy requires a competitive process for procurements exceeding $3,000. Quotations must be obtained from an adequate number of qualified suppliers.

G. Procurements less than $25,000 do not require a competitive process. However, an effort should always be made to obtain the best possible price by seeking quotes from more than one vendor. A competitive selection process may still be required in cases where multiple small procurements with a single vendor total more than $50,000 over the course of the year. See [Annual Review of Procurements](#) section of the procedure (BO500p) for more information.
H. Except as provided in the Bid Waiver section of the procedure (BO500p), non-construction procurements where the total cost is at least $25,000 but does not exceed $50,000 shall be based on written quotations from a minimum of three vendors. Solicitation of quotations shall be done in a manner to maximize competition.

I. Except as provided in the Bid Waiver section of the procedure (BO500p), non-construction procurements greater than $50,000 require a sealed bid process, via either IFB (Invitation for Bid) or RFP (Request for Proposal). All IFBs and RFPs shall include a clear and accurate description of the items of service being procured. This description shall not contain features which unduly restrict competition. Solicitations or offers shall include all requirements which suppliers must fulfill or other factors to be used in evaluation bids or proposals.

J. Public construction procurements greater than $25,000 require a sealed bid process via an IFB. All IFBs shall include a clear and accurate description of the item or service being procured. This description shall not contain features which unduly restrict competition. Solicitations or offers shall include all requirements which suppliers must fulfill.

K. All purchases of goods, services, and equipment for which the College will be responsible for payment must be properly approved and follow the procurement policies and procedures established by the Business Services Office.

Revised May 20, 2014
Revised November 20, 2012
Revised December 16, 2008
Revised August 17, 2004
Revised November 16, 1999
Revised January 19, 1993
Revised July 10, 1989
Revised July 8, 1985
Revised January 15, 1985
Revised May 19, 1981
Adopted November 28, 1979

Wisconsin Administrative Code, Chapter TCS 6.05
Wisconsin Statutes 38.04(14), 38.18 and 62.15
Policy requires approval of Wisconsin Technical College System Board

Reference: Procedure B0500P

See also: Purchasing Manual
C0407 REIMBURSEMENT FOR INTERVIEW AND RELOCATION EXPENSES

To assure the College has the opportunity to recruit from a pool of the best qualified candidates for key administrative positions, recruiting expenses may include reimbursement for expenses incurred by the candidate in attending the scheduled interviews and in relocating. These reimbursements will be limited to recruitment for positions at or above Grade 8 in DBM D62 in the administrative salary structure. Reimbursement for such expenses for other vacancies may be pre-authorized prior to the beginning of the recruiting effort by the recommendation of the employing department and the approval of the President/District Director. Such special cases will be limited to positions which, because of the unique combination of talents, experience, skills and abilities being sought, will be located only through a nationwide search.

Where such expenses are reimbursed, they will be charged back to the hiring department as a part of that department's salary budget. Such reimbursements will be limited by the following guidelines:

For interviews, the actual costs for meals, lodging and travel expenses incurred by the candidate for travel to and from the interview. Mileage will be reimbursed at the District's standard mileage rate. All other expenses must be verified by dated receipts.

For relocation, the actual costs incurred in the packing, loading and shipping of normal household goods. The total for such reimbursement shall not exceed one-half of one month's salary for the employee.
O. Performance Coaching Process & Progressive Discipline

Proposed Policy

Policy C0801 Performance Coaching Process & Progressive Discipline
The College believes in the ability of our employees to meet and exceed performance expectations and to consistently conduct their work in a way that showcases the College’s values and practices. When an employee’s behavior or performance does not meet that standard, the College is committed to work with the employee to reach and sustain the needed improvements. The College, in its discretion, reserves the right under the circumstances to move immediately to termination. In addition, the Western Technical College District Board has vested the President with the authority for termination of employment based on the concept of progressive discipline.

Refer to: Procedure C0801p – Performance Coaching Process & Progressive Discipline

Current Policy

Policy C0801 PROGRESSIVE DISCIPLINE - TERMINATION OF EMPLOYMENT
The authority for termination of employment is vested in the President upon the Western Technical College District Board approval and based upon the concept of progressive discipline.

Refer to: Procedure C0801p – Progressive Discipline – Termination of Employment Procedure
Proposed Procedure

Procedure C0801p Performance Coaching Process & Progressive Discipline

The College believes in the ability of our employees to meet and exceed performance expectations and to consistently conduct their work in way that showcases the College’s values and practices. When a supervisor observes that this is not the case, he/she should respectfully bring that to the attention of the employee with the expectation that the respective behavior or performance will improve. If the needed improvement is not achieved, the supervisor will then begin the Performance Coaching process with the goal of the employee achieving the needed improvement.

The Performance Coaching Process is as follows:

1. Verbal Coaching – Discussion between employee and supervisor with documentation at the department level.
2. Formal Coaching – Discussion including HR and, if desired, an employee representative. Written documentation will be placed in the employee file.
3. Performance Improvement Plan (PIP) – Discussion including HR and, if desired, an employee representative. Written documentation will be placed in the employee file.

Although not part of the Performance Coaching Process, failure to achieve the needed improvement at the PIP stage, will lead to the following steps:

1. Decision Making Leave (performance issue)/Unpaid Suspension (behavioral issue) – Discussion including HR and, if desired, an employee representative. Written documentation will be placed in the employee file.
2. Termination of Employment – Discussion including HR and, if desired, an employee representative. Written documentation will be placed in the employee file.

Current Procedure

C0801p PROGRESSIVE DISCIPLINE - TERMINATION OF EMPLOYMENT PROCEDURE

The College's procedure is to follow a system of progressive discipline except in unusual and severe cases as determined by the College. The steps of progressive discipline normally include:

Oral reprimand

Written reprimand

Suspension (with or without pay)

Discharge
H. Employee Performance Improvement Plan (MOVE TO MANAGERS' APPENDIX)
When concerns regarding employee performance and/or behavior cannot be resolved through discussions between the supervisor and employee, a Performance Improvement Plan may be initiated with the purpose of establishing a plan with the belief the performance and/or behavior can be corrected. The procedure relating to a Performance Improvement Plan will generally be as set forth below, but may be modified by the College on a case-by-case basis.

Procedure
1. After the supervisor has completed both a verbal coaching and a formal coaching with the employee, and the supervisor determines that there is insufficient change in the employee’s performance and/or behavior, he/she may contact Human Resources to initiate a Performance Improvement Plan.
2. Human Resources and the supervisor will outline specific concerns and action taken to date, and develop possible actions to assist the employee in improving his/her performance and/or modifying his/her behavior.
3. A meeting will be scheduled with the employee, the supervisor, and a Human Resources representative to discuss the concern(s) and obtain feedback from the employee regarding assistance that could be provided to the employee. The employee is welcome to bring a representative of his/her choosing to the meeting.
4. The supervisor will draft a Performance Improvement Plan, taking employee input into consideration. The Plan will include expectations of the employee and will be reviewed by Human Resources prior to a follow-up meeting being held with the employee to review the Plan.
5. A copy of the Performance Improvement Plan will be provided to the employee and filed in his/her personnel file. The employee may respond to the Plan in writing, which will be attached to the Plan.
6. The supervisor will provide reasonable support to the employee in implementing the Plan.
7. The employee and the supervisor will meet to review progress at least once every month for up to six months. If the expectations of the Performance Improvement Plan are not met, the employee will move into the disciplinary process.
8. If the supervisor verifies that the employee’s performance and/or behavior has improved sufficiently, it will be noted, attached to the Performance Improvement Plan, placed in the employee’s file, and the Plan will be closed.

Refer to: Performance Improvement Plan
Policy C0801 Performance Coaching Process & Progressive Discipline
N. Probation Period

Probation: The probation period is designed to ascertain the employee’s fitness for a position. Following the probation period, the College expects that an employee will be able to independently perform the functions of his/her position. Completion of probation does not guarantee future employment with the College. In addition, if an employee is released during their probationary period for a non-disciplinary reason, they will be paid through the end of the current pay period.

Procedure:
Supervisors will evaluate the progress and skills of employees new to the position to ensure areas of development are being addressed, to determine appropriate assignments, and to monitor other aspects of the employee’s job performance, such as how s/he interacts with co-workers, supervisors, and customers.

Supervisors are expected to lead the review process utilizing the probation review tool, employee review and success plan, and classroom observation forms as appropriate. Copies of probationary reviews must be submitted to Human Resources and will be placed in the employee’s file. Probation may be extended (not to exceed one year) by Human Resources if circumstances merit an extension. During extended probation, six-month and nine-month follow-up evaluations will be conducted.

Executive/Administrative/Professional/New Internal Position
Two years One year (review held at 8 months and 16 months, 3, 6, and 12 months)

Faculty
Six working terms (observation and review held once each term for six terms)

Clerical/Custodial/Paraprofessionals
☐ One year (review held at 6 months and 9 months, 3, 6, and 12 months)