

COLUMBUS STATE COMMUNITY COLLEGE
POLICY AND PROCEDURE MANUAL

PERFORMANCE MANAGEMENT
(ADMINISTRATORS AND NON-BARGAINING UNIT STAFF)

Effective: June 1, 2008

Policy 3-03

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(A) Purpose

The College needs talented employees, with a broad range of backgrounds and experience, to be able to excel at our mission and achieve our strategic goals. The College compensation system is designed to support the institution to attract, engage, retain, motivate and reward individuals who can build and maintain an academic institution that exceeds student expectations. The compensation philosophy for covered staff and administrators will reflect a system that rewards high levels of performance, job engagement, competency development, leadership development, and years of service.

(B) Definitions

Career Enrichment Program (CEP): A joint commitment between an employee and supervisor focusing on enhancing and capitalizing on the strengths of the employee by participating in setting stretch goals and additional development opportunities, with expected results of increased skills and engagement.

Competencies: Knowledge, skills, abilities, and work behaviors that have been identified for each classification as necessary for contributing to employee and organizational success.

Core Competency: There are two sets of core competencies, one specific to the classification of the employee and one general set that identify competencies aligned with the College's mission, vision, and strategic goals, which are applicable to all positions.

Job Classification: A group of positions that are connected due to similarities in position attributes, nature, scope of work, and competencies required to meet business needs; sometimes referred to as a role; (e.g., Technician, Specialist, Office Associate, and Advisor).

Job Families: Major groupings of jobs that represent the general fields of work; (e.g., Administrative, Managerial, IT, Skilled Trades). The jobs within job families are similar in the broad character of work, but differ in terms of the level of responsibility, decision making, or complexity that the work may entail.

Performance Review: An annual written documentation of employee performance based on measurable outcomes of goals and objectives established collaboratively by supervisor and employee. It is a key tool for organizational effectiveness and the primary responsibility of each supervisor and manager to administer. Its main purposes are training and development, compensation, and personnel actions including transfer and promotion.

Performance Criteria: The performance criteria include core competencies, job duties, and goals.

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Performance Management: An on-going, two-way process of communication and partnership between a supervisor and an employee that occurs throughout the year to support accomplishing the goals and objectives of both. This process includes clarifying expectations, setting objectives, identifying goals, providing feedback, coaching, reviewing results, recognizing accomplishments, and taking corrective action.

Promotion-in Place: An opportunity for a CEP Participant to submit a portfolio demonstrating that he or she has gained experience, skill, and knowledge which will enhance performance in a current position. If this portfolio is accepted based on the established Portfolio Guidelines then the CEP Participant will be eligible to receive an increase of 5%. Promotion-in-place increases are limited to (3) three over the course of the employee's career at the College.

Salary Band: Several similar/related job families combined or "banded" together into one group with a single salary structure.

(C) Guiding Principles

Alignment: It is the philosophy of the College to have policies and procedures associated with hiring, compensation, performance, job classification, and professional development aligned with each other to provide a comprehensive performance and talent management system.

The College will establish job classifications and job families for administrators and staff positions as a means of determining fair and equitable pay, and which allow for greater mobility, flexibility and contribution within the organization.

(D) Performance Management

It is expected that the accomplishments of all staff and administrators at the College contribute to the successful completion of organizational goals and service delivery. Research has demonstrated that the most effective environment for this to occur is one where there is a comprehensive approach to performance management. To this end, the College has developed an initiative to train and support employees in implementing such an approach.

As part of the implementation, employees will be provided with a set of tools for establishing and tracking performance criteria. These include a Planning Guide that supervisors and employees will partner in using to establish performance criteria in the form of goals and competencies, including the six college-wide competencies, for the upcoming performance year; a Mid-Year Review to take place at the six-month point; and an annual Employee Self-Review and Performance Review used to document and discuss accomplishments of the past year based on the criteria established in the Planning Guide. Supervisors are responsible for ensuring that each of these is completed for every employee on an annual basis.

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Each employee is expected, at minimum, to meet performance expectations/objectives set in partnership with his or her supervisor for the employee's current position. As part of each employee's development, the obtaining or enhancement of the skills and competencies will be accomplished by setting goals and objectives as part of his or her annual Human Capacity Development plan.

(E) Salary Administration

Salary Bands:

Administrative and staff positions will be placed into a system of broad salary bands. The size and shape of the bands will be determined by the market data and benchmarked classifications with consideration of providing an opportunity for salary growth.

Progression within Salary Bands:

Administrators' and staff employees' salary movement through their respective salary bands will be based on a review of their performance, engagement, competency development and years of service. The College may use traditional merit increases and alternative methods of compensation such as one-time compensation/bonuses and promotions-in-place as methods of compensation.

Career Enrichment:

This will be a joint commitment by the employee and supervisor to both activity and service as part of the Career Enrichment Program. Employees who have established a consistent record of above-satisfactory performance of the duties and responsibilities of their current position will be eligible to apply to participate in a program focusing on enhancing and capitalizing on strengths. This will be done by participating in setting stretch goals and additional development opportunities, with expected results of increased skills and engagement.

An employee's compensation and salary increases will depend on the character and level of performance that is demonstrated and documented in annual performance reviews. Successful completion of the Career Enrichment Program could result in additional compensation above the merit increase.

External Market Competitiveness:

The College will utilize standard external resources to benchmark salaries and benefits. Where applicable, both private and public sector resources and organizations will be used for comparisons.

Internal Comparisons:

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The College believes that administrative and staff positions within our organization with comparable responsibilities, skills, decision-making authority, education and/or experience should be paid within the same salary band. However, higher pay in a band should be associated with:

1. GREATER RESPONSIBILITY
2. DECISION-MAKING AUTHORITY
3. MERITORIOUS PERFORMANCE
4. ENGAGEMENT ACTIVITY
5. LEADERSHIP ACTIVITY
6. STRETCH AND OTHER ASSIGNMENTS/SERVICE
7. COMPETENCY ATTAINMENT

(F) Initial Placement in the Salary Band

The Human Resource Department shall review all current and new job classifications and apply a formal point-factor job evaluation system to evaluate the value of the duties, responsibilities, skills, and competencies necessary to successfully perform the duties of that position. Each job classification will be placed into a job family and appropriate salary band based on the above point-factor job evaluation process. .

(G) Break in Service

Any employee who leaves the College for whatever reason and is gone for more than (30) thirty calendar days is considered to have a break in service for both salary and benefits, except where in conflict with the Ohio Revised Code.

(H) New Hires

Under most normal circumstances, new employees will be hired at the base of the targeted hiring range of a classification in the salary band as established by the Human Resource Department. In some instances, incoming employees may possess significant education, experience and/or skills that would warrant a starting salary above the targeted hiring range of the position. The President will establish criteria to monitor appropriate placement of employees who meet these circumstances.

(I) Hard-to-Recruit Positions

From time to time, the College may experience extraordinary circumstances for certain positions due to market forces or due to new or emerging needs. The President may declare these positions as hard-to-recruit under the current pay system. This designation will give the President the authority to use different/extraordinary methods of compensation that are generally accepted in the business world to attract the hard-to-recruit positions (e.g., hiring bonuses or a higher starting salary). The President will establish criteria to determine what constitutes a hard to recruit position.

(J) The President will establish procedures to administer this policy.

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6/1/08 (New)