

Department Head Expectations, Accountability and Support for personnel management related to performance issues with colleagues

Expectations – The **Colleague** whose performance does not align with expectations is responsible for bringing their performance in line with expectations of the position. The colleague is responsible for following through on drafting and executing plans established to support their performance. These plans may be implemented by the Department Head after consultation with the Regional Director or by the Regional Director. The colleague has the responsibility to engage resources offered and to document progress.

Expectations – **Department Heads** are to monitor, document and consult with the Regional Director when colleague performance is not aligned with position expectations, or when they are not sure if the performance is not aligned with position expectations. The Regional Director role is to coach the Department Head and connect them to resources to guide and support the colleague on the road to success. These resources can include and are not limited to the engagement of the program area and relevant governance support (mentors/Academic Department Chair/designee), human resource development and other colleague support. As more formal colleague support plans and/or performance improvement plans are developed, the department head will likely have enhanced expectations for colleague support and monitoring as defined in the plans. Department Heads are expected to carry out this role in a supportive way that provides the opportunity for the colleague to take responsibility for their own success. Department Heads are expected to work with Regional Director to develop professional development plans that supports their own growth as a leader, as an administrator and as a relationship builder.

Expectations – **Regional Directors** are expected to provide coaching and guidance to Department Heads in a colleague performance situation. That support may include identification of resources, plan development and ensuring that progress action is taken which provides the colleague an opportunity to take responsibility for their performance and succeed. If the colleague is unsuccessful, the Regional Director is responsible for following university policy to reassign and/or terminate employment. The Regional Director is expected to keep the Dean's office up to date on performance issues, support processes and employment actions, including possibly bringing in other resources such as Human Resources Development, Office of Equity, Diversity, and Inclusion and/or Legal Counsel.

Accountability – **Colleagues** are accountable for their performance and for following through on plans to support performance. Failure to follow through on support plans or non-alignment of performance with expectations may result in additional action including, but not limited to, performance improvement plans, reassignment from county until contract expires and/or termination of contract.

Accountability – **Department Heads** are not accountable for the success of the colleague. They are accountable for engaging the Regional Office, monitoring and documenting colleague progress (or lack thereof), following through on steps needed to provide the colleague to take responsibility for their own success. Department Heads are responsible for following through on their professional development plan that supports their growth as a leader, as an administrator and as a relationship builder.

Accountability – The **Regional Director** is accountable to the Dean's office for ensuring that coaching and support is provided to Department Heads and the colleague. Regional Directors are also responsible for ensuring policy and procedures are followed and for keeping the Dean's office and Human Resource Development office informed.

Supports – Supports provided to **Colleagues** in working through colleague performance issues include clear identification of performance concerns and expectations. Additional supports connection to mentors, liaisons, governance, Human Resource Development, Employee Assistance and peer support.

Supports – Supports provided to **Department Heads** in working through colleague performance issues are accessed through the Regional Director. The Regional Director will coach, clarify expectations, provide access to resources and fund appropriate professional development. The Regional Director may engage more directly with the colleague if more formal colleague support plans or performance improvement plans are needed.

Supports – Supports provided to **Regional Directors** is provided through the Dean's office and Human Resource Development office.