III. EMPLOYEE POLICIES

Policy on Selection, Evaluation & Dismissal of Administrators

Policy on Selection, Evaluation & Dismissal of Administrative Personnel

Policy on /selection, Appointment & Evaluation of Staff
Policy on Selection, Evaluation and Dismissal of Administrators

**Purpose:** The success of Larkin University is dependent on an environment of mutual trust and confidence. The administrative leadership team is critical to the environment and implementation of the mission and strategic plan of the university. This policy provides guidance in the selection, evaluation and dismissal of university administrators.

**Policy:** The selection of University administrators is a matter of great importance to the University. The President normally seeks advice on such matters through a variety of appropriate channels, individuals, and groups. Participation of faculty and students in the selection of those administrators who significantly affect the academic programs of the University is highly recommended.

**Selection**
Academic excellence is essential to the educational mission of Larkin University. Such excellence is achieved in an environment of mutual confidence, collegial participation, effective leadership, and strong academic programs. To foster that environment, it is University policy that the faculty are expected to participate in the selection of deans and departmental chairpersons and that the advice of the faculty shall be actively sought concerning possible improvements in academic programs and in administrative leadership of academic divisions and departments. Working in coordination with Human Resources, approval of any open position must have been approved in the budget, have a developed job description, and receive the approval of the CFO and President/CEO. The President/CEO will then initiate the selection process, by establishing a search committee. Working with Human Resources, the President/CEO will monitor the selection and hiring process through to completion. It is the responsibility of the President/CEO to inform the Board of Trustees of administrative appointments.

**Evaluation.**
It shall be the practice to evaluate all administrators periodically. It is the responsibility of the President/CEO to evaluate all direct reports at the university level, with the respective college Dean evaluating administrators at the college level. Performance reviews will be done annually as a “formative” process for all administrators as an opportunity to identify areas for potential growth and improvement. Reappointment reviews will be completed near the end of the stated contract period and have direct bearing on the question of continuation in the administrative position. This evaluation should be global in nature and
include input from all stakeholders and constituents. The President/CEO or the direct supervisor will have the final decision on the evaluation of administrators.

**Dismissal**

If it has been determined that an administrator will not be offered a continued contract for the position, they must consult with the President/CEO and Human Resources. The process for dismissal must follow the protocol for faculty/staff dismissal detailed in the Employee Handbook or the specific contract agreement and must include due process for the administrator. The termination should be communicated verbally and in writing. Because Florida employment is “at will”, a reason for termination may not be provided. Department leadership is strongly advised to request assistance from Human Resources in all matters dealing with termination including composing the letter of termination.

**Implementation:** May 1, 2019

**Maintenance and Review of the Policy:** The President/CEO and Human Resources are responsible for the implementation and monitoring of this policy. This policy will be reviewed every four years for its effectiveness. All administrative policies of Larkin University can be accessed electronically at ularkin.org or can be obtained from the Human Resources Department.

**Document History**

Date adopted by Board of Trustees: 4/19
Date reformatted: 4/19
Date reviewed:
Next scheduled review date:
Larkin University  
18301 N. Miami Ave.  
Miami, FL 33169  

Policy on Selection, Evaluation & Dismissal of Personnel

Purpose: The success of Larkin University is dependent on an environment of mutual trust and confidence. Quality personnel are critical to the success of the university and work in unison with other positions to implement the programs and mission. This policy provides a short summary of the selection, evaluation and dismissal of personnel. Detailed processes are found in the Employee Handbook.

Policy: Larkin University is committed to a robust search and recruiting process to find the most qualified personnel available to fill vacancies. Full time employees at Larkin University will be classified as either exempt or non-exempt employees. Exempt employees have positions that are paid as salaries whereas non-exempt employees have positions that are paid hourly. Detailed process for selection, evaluation and dismissal of personnel is found in the Employee Handbook.

Selection A job description must be completed and approved for any new or additional position within the system prior to approval of the Personnel Requisition and Approval Form. The job description will outline the specific responsibilities for the position. Open positions will be posted to the Larkin website in search of qualified individuals. Candidates for interview will be selected from those with completed applications. Recommendation of candidates for hire will be presented to Human Resources for completion of the applicant verification. The immediate supervisor and human resources will work together in the recruitment of quality personnel and to monitor all University staffing, assuring that the objectives of this policy are met, and the procedures required are followed.

Evaluation Larkin University will formally evaluate the performance of each employee on an annual basis. Informal performance is expected as a part of the development and growth of all employees. Opportunities for personnel development are available to employees and should be discussed with the immediate supervisor.

Dismissal Employment at the University may end due to retirement, resignation, termination, program reorganization, or as a result of position elimination. The immediate supervisor working in collaboration with Human Resources handles all dismissal of employees in accordance with the protocol detailed in the Employee Handbook.
Implementation: May 1, 2019

Maintenance and Review of the Policy: The President/CEO, Human Resources, and the immediate supervisor are responsible for the implementation and monitoring of this policy as detailed in the Employee Handbook. This policy will be reviewed every four years for its effectiveness. All administrative policies of Larkin University can be accessed electronically at ularkin.org or can be obtained from the Human Resources Department.

Document History
Date adopted by Board of Trustees: 4/19
Date reformatted: 4/19
Date reviewed: 
Next scheduled review date:
Policy on Personnel (Staff) Development & Evaluation

Purpose: At Larkin University, Staff play a key role in providing effective operations and assistance in the delivery of our program and mission. Their needs regarding development and evaluation varies from the role of a faculty member. This policy is intended to provide an understanding of resources available to enhance their skills and identify the annual evaluation process and continued employment with the institution.

Policy: The overall objective of staff evaluation & development is to provide an environment with resources and support conducive to innovation, entrepreneurial and academic excellence. Larkin University aims to encourage personal growth intellectually and professionally for all members of the faculty and staff. In order to achieve this goal, the University has adopted a two-pronged strategy that considers both programmatic as well as individual approaches. Additional information is also available in the Employee Handbook.

Staff Development
Due to different roles and responsibilities, LU staff require different developmental opportunities. The staff development program focuses on activities pertaining to the specific roles and responsibilities of each staff member, as well as departmental needs, which include, but are not limited to, training on technology systems, training on admissions processes, student affairs specific programming or experiential program specific training.

New Staff Orientation
1. Introduction to the full administrative team, the staff within their respective department, as well as individual 30-minute meetings with appropriate faculty and/or administrators as related to the role of the staff member.
2. Weekly one-on-one meetings with the appropriate supervisor to outline a plan for learning the role and assess progress toward understanding of processes, communication, and expectations. Examples of various meeting topics include may include but are not limited to:
   a. Mission, Vision, and Core Values of the LU and their respective College and Department
   b. Organizational structure
   c. Introduction to documents and procedures for time-off requests, reimbursement requests, requests for supplies, etc. The staff member will also be oriented to the shared (p) drive.
   d. Monthly department meetings for departments with more than one staff member.
3. After the initial 90-day period, the staff member completes a self-assessment which is sent to their supervisor. The supervisor incorporates the staff member’s self-assessment with their own assessment and provides the full evaluation to the staff member three days prior to meeting with them to discuss. The purpose is to determine
initial growth in the role, professional development needs, and to establish initial goals to be assessed at the annual review.

**Staff Development Programs**
The University supports staff development which is developed in partnership with the staff member’s supervisor and incorporated into the staff member’s annual goals/evaluation. Opportunities that may be considered include:

- Conference attendance
- Webinars
- Invited speakers
- Scholarship
- Work related certificates or courses, which may align with needs of the university or college

Staff members may request professional development funding for travel and training necessary for improvement in each staff member’s role. Scholarship within the areas of student affairs, experiential education, and admissions is encouraged, and funding requests are favored for conference presentations or poster presentations.

**Staff Evaluation**
Annually, the staff member completes a self-assessment which is sent to their supervisor. The supervisor incorporates the staff member’s self-assessment with their own assessment and provides the full evaluation to the staff member three days prior to meeting with them to discuss. The purpose is to determine initial growth in the role, professional development needs, and to establish initial goals to be assessed at the next annual review.

**Implementation: May 1, 2019**

**Maintenance and Review of the Policy:** It is the responsibility of the immediate supervisor working in collaboration with Human Resources to ensure the implementation and monitoring of this mandatory policy. Staff and supervisor should communicate and document performance during the year as well as during the annual evaluation period. This policy will be reviewed every two years for its effectiveness. All administrative policies of Larkin University can be accessed electronically at ularkin.org or can be obtained from the Human Resources Department.

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**Document History**
Date adopted by Board of Trustees: 4/19
Date reformatted: 4/19
Date reviewed:
Next scheduled review date: