

Performance Management Program

PA/SS 6.2

Revised July 1, 2008

Employees covered by this policy

This policy applies to Professional Staff and Support and Service Staff not covered by a union.

A. Introduction

1. The University recognizes that effective two-way communication between managers and staff is necessary to create and maintain a productive work environment. Timely and meaningful feedback helps to ensure mutual understanding of work responsibilities and performance expectations and to foster employee development.
2. To best achieve this environment, all operating units are to develop and implement a participative performance management program that will provide each employee with the feedback, planning, and development objectives described below.
3. A performance management program developed pursuant to this policy is dimensionally different from performance appraisal, which focuses primarily on an annual evaluation form. Performance management, in contrast, emphasizes a continuous process of planning, communication, evaluation, and development.

B. Objectives

1. A performance management program should meet the following objectives:
 - a. Timely and effective feedback—to enhance two-way communication regarding all aspects of job performance.
 - b. Goal and objective setting/future planning—to clarify job expectations and performance standards.
 - c. Development—to plan, discuss, and implement professional development.

C. Components of a Performance Management Program

1. Activities undertaken as part of a performance management program should focus on the following:
 - a. Defining and discussing the major duties of the position
 - b. Establishing work priorities
 - c. Developing/discussing performance standards and reviewing performance in relation to these standards
 - d. Sharing ideas on better ways to do the job
 - e. Addressing development needs
2. Performance management must be based on criteria and standards that reflect the unique requirements of each position. The focus must be on behaviors and outcomes rather than on personality characteristics.
3. A performance management program should provide for a feedback process and specific feedback procedures that are consistent with departmental needs. Employees will receive

a copy of any document that is completed as part of this process. If the process includes written supervisory comments, employees will have the opportunity to include their own written comments.

4. Performance feedback sessions should occur on an as-needed basis, with a minimum of one session annually and may be initiated by either the supervisor or the employee.
5. University Human Resource Services is available to assist campuses and departments in the development and implementation of a performance management program through consultation and training.
6. A performance management program is not corrective action as defined in the Corrective Action policy nor does the absence of a program affect the ability to take corrective action. Performance problems identified in a performance management program that are not corrected may be considered in determining whether to take corrective action.
7. Disagreements about a performance management program, including the degree of formality or informality in which a program may be applied, are not subject to the Problem Grievance Procedure. Any such disagreements should be addressed in consultation between the employee and the management of the department.