

ELIZABETH CITY STATE UNIVERSITY
Performance Management System Policy for SPA Employees

Preamble

It shall be the policy of Elizabeth City State University (ECSU) to maintain an operative Performance Management System that is approved by the Office of State Personnel. This system is based on the importance of managing each individual's work and continuous communication between employees and their supervisors. It ensures that all employees are aware of what is expected of them, are provided with continuous feedback about their performance, are provided with opportunities for education, training and development, and are rewarded in a fair and equitable manner. ECSU is required by the Office of State Personnel to have a system for managing performance with a two-fold purpose: (1) establishing, monitoring, and evaluating organizational goals, and (2) establishing individual expectations, monitoring progress, and appraising performance. The first purpose is required under G.S. 143 A-17 and G.S. 143 B-10(h). This policy addresses only the second purpose. These two processes shall operate in tandem. Once organizational goals are established and communicated, individual expectations can be set based on goals so that each employee understands and can relate assigned duties to the ECSU mission and goals. To the extent that any provisions of this policy conflicts with the OSP policy statement on performance management, the OSP version shall control.

1. Performance Management Process

The Performance Management Process is the sequence of actions that supervisors and managers take when interacting with employees about their performance. The three parts of this Process are planning, managing and appraising, and is currently maintained within the Performance Evaluation section of the online performance tracking system.

A. Planning

At the beginning of the work cycle, the supervisor and the employee shall meet to develop the employee's performance evaluation. It is the supervisor's responsibility to explain the performance management process to the employee so that the employee understands the importance of his/her role at Elizabeth City State University and to develop the employee's performance evaluation. The purpose of the planning meeting is to discuss and record the employee's current responsibilities/results and behavior/skills, the expectations that describe successful completion of each one, and the tracking sources. Behavior/skills are the actions, proficiencies, or abilities an employee needs to use to achieve specific results.

B. Managing

This part of the performance management process includes the day-to-day tracking of the employee's progress toward achieving the performance expectations. The supervisor and the employee track performance using the sources and frequency of the responsibilities/results and behavior/skills as agreed upon and recorded on the

performance evaluation. This information shall provide the basis for specific feedback and discussion. It also includes the interim review and other feedback given to the employee through coaching and reinforcing discussions. These discussions shall be held at the discretion of the supervisor any time throughout the work cycle when performance changes.

1. Every supervisor shall meet with each employee at least one time at the middle of the work cycle for the Interim review of performance. The purpose of this meeting is to discuss the employee's progress toward each of the established expectations and initiate action toward improvement, if needed. Although this interim review is intended to be informal in nature, the supervisor must document the actual results and behavior that fall below the good level and establish an improvement plan to overcome deficiencies. The overall rating must be discussed but does not have to be recorded.
2. The Interim review serves as a motivational tool to let employees know management is taking note of their accomplishments. Also, the supervisor is required to bring any deficiencies below the "good" level to the attention of the employee; the supervisor shall discuss the deficiency with the employee and document the discussion on the Performance Summary Comments of the online document. If there are deficiencies, the supervisor must specify the improvement needed and document on the Performance Improvement Plan section. The Performance Improvement Plan must be completed before ratings occur.
3. During the monitoring process, the performance evaluation results, behavior/skills or expectations shall be adjusted when it is determined that they have changed or are beyond the employee's control to perform. Throughout the work cycle, the supervisor continues to coach and reinforce; this approach is a vital part of the performance management process.

C. Appraising

At the end of the work cycle, the supervisor shall meet with each employee to discuss the employee's performance and record the actual results for each Goal, Behavior Competency and Key Functional Competency. The supervisor must also record the actual final results of each expectation of the Goal(s), Behavior Competencies and Key Functional Competencies on the performance evaluation utilizing the NC Rating Scale, in Section 2C below, for the Goals and Key Behavior Competency sections, and the ratings of "Contributing", "Journey" or "Advance" for the Key Functional Competency section. The overall rating must also be discussed with the employee and recorded on the performance evaluation. The overall summary statements supporting the rating shall be written in the sections provided.

2. Components of an Operative System

In addition to the three-part process that supervisors must use when interacting with employees, there are certain components which ECSU's system must have. ECSU's operative Performance Management System shall have all of the following components:

A. ECSU Performance Management System Policy

Management within ECSU shall develop, implement, and administer a Performance Management Policy. This policy and procedures are tailored to meet the needs of ECSU within the parameters of this policy. The policy reflects the conscious decisions that ECSU management makes in designing the performance management system.

B. Individual Performance Evaluation

1. Each employee shall have a performance evaluation established by his/her supervisor at the beginning of the cycle on an annual basis. A performance evaluation must include the results to be accomplished and the behavior/skills needed to produce these as well as any special one-time projects and/or goals. The performance evaluation shall be based on each employee's position description or an equivalent document based on job analysis (this would include a generic or a specific job description; a listing of job duties or responsibilities). If no position description exists, a job description or its equivalent shall be written using a job analysis approach. Each employee's performance evaluation must also include expectations, a performance tracking mechanism and actual performance.
2. Performance expectations must be written at the "Good" level. To be considered substantive at "Good", performance expectations must have one or more indicators for measuring (quality, quantity, timeliness or cost). In order to be as fair as possible to employees and to ensure that performance evaluations are defensible, supervisors shall also discuss performance at the "Outstanding" and "Unsatisfactory" levels. The supervisor's manager is responsible for ensuring that expectations for similar jobs across units reporting to them are consistent and equitable. Management shall establish standard performance evaluation for employees performing the same work except for the parts of the job which vary.
3. After the Initial performance evaluation is completed at the beginning of the cycle, the supervisor inserts the date of the initial discussion in the Date of Planning Discussion section. If changes are made on the performance evaluation during the cycle, the employee and the supervisor must include the dates of changes within the comment sections of the performance evaluation before it is effective.

4. Unusual circumstances within certain jobs/classifications may require alternative practices to ensure reasonable requirements and equitable treatment. These situations shall be discussed with the Office of State Personnel so that adjustments may be made.

C. North Carolina Rating Scale

1. The State Personnel Director is responsible for establishing a uniform rating scale, entitled the North Carolina Rating Scale, consisting of five levels with two levels of exceeds. The North Carolina Rating Scale shall be used by ECSU to determine employees' progress toward achieving performance expectations. The Instructions for Completing the Performance Evaluation shall be used throughout the cycle.
2. All employees, supervisors and managers must be informed of the North Carolina Rating Scale at the beginning of the cycle in which it is used.
3. Under this policy, the five level North Carolina (N. C.) Rating Scale is as follows:
 - a. Outstanding Performance = O
Performance is far above the defined job expectations. The employee does outstanding work, regularly going far beyond what is expected of employees in this job. Performance that exceeds expectations is due to the effort and skills of the employee. Any performance not consistently exceeding expectations is minor or due to events not under the control of the employee.
 - b. Very Good Performance = VG
Performance meets the defined job expectations and in many instances, exceeds expectations. The employee generally is doing a very good job. Performance that exceeds expectations is due to the effort and skills of the employee.
 - c. Good Performance = G
Performance meets the defined job expectations. The employee generally performs according to the expectations doing a good job. The employee is doing the job at the level expected for employees in this position. The good performance is due to the employee's own effort and skills.
 - d. Below Good Performance = BG
Performance may meet some of the job expectations but do not fully meet the remainder. The employee generally is doing the job at a minimal level, and improvement is needed to fully meet the expectations. Performance is less than a good job. Lapses in performance are due to the employee's lack of effort or skills.

- e. Unsatisfactory Performance = U
Performance generally fails to meet the defined expectations or requires frequent, close supervision and/or the redoing of work. The employee is not doing the job at the level expected for employees in this position. Unsuccessful job performance is due to the employee's own lack of effort or skills.
- 4. The following actions are required when an employee's overall summary rating falls below the "Good" level:
 - a. The "Below Good" rating level is transitional. Employees should not maintain an Overall rating of "Below Good" for more than one-half of the work cycle. It is intended that this time be used by the supervisor to work with employees in an effort to correct deficient performance.
 - b. If an employee maintains an overall summary rating of unsatisfactory for more than one half of the work cycle, the supervisor should begin corrective, progressive disciplinary action.

D. Performance Evaluation Summary/Comments

An official Performance Summary Comment(s) is required on at least an annual basis for all employees. It shall be completed at the end of the work cycle and treated confidentially.

- 1. At the end of the work cycle, the supervisor shall indicate a rating for each responsibility/result as well as behavior/skill and record the actual results for each performance expectation. The overall summary rating is determined based on the N.C. Rating Scale and recorded. Summary statements by the supervisor supporting the overall rating must be included. Employees shall also be provided space and the opportunity to comment on their rating. The performance evaluation summary/comments shall be dated and signed by the employee and supervisor. The employee may use the space provided or may attach a separate sheet explaining why (s)he does not agree with individual ratings and/or the overall performance rating. If an employee chooses not to sign the Summary, it is management's responsibility to consult with Human Resources to determine an alternative method of documenting that the summary has been discussed completely with the employee. No changes shall be made or comments added to the summary without the employee's knowledge. An employee must work a minimum of six (6) continuous months in order to receive a rating or be considered for a performance increase.

3. Each employee can receive a copy of the signed and completed Performance Evaluation from the supervisor at any point during the performance evaluation cycle. Human Resources shall maintain official Performance Evaluations. The performance evaluation shall be kept for five years and disposed of according to G. S. 121.5 (b & c).
3. Supervisors are required to participate in the performance evaluation process as outlined above. Failure to comply with the policy shall result in disciplinary action. The responsibility for managing the performance program shall be included in all managers' and supervisors' annual goals and objectives. Employees alleging his/her supervisor or manager has failed to follow the systematic procedures outlined in the ECSU Performance Management System for SPA Employees Policy and Procedures, including as it relates to the management of the employee's Performance Evaluation shall follow the grievance procedure established by ECSU. A detailed description of the grievance process is contained in the *ECSU Mediation and Grievance Policy for SPA Employees*.
4. The same overall rating must be indicated on the form requesting an employee's performance increase.

E. Employee's Development or Performance Improvement Plan

Each ECSU employee's performance evaluation must include space for a development or performance improvement plan to be used as appropriate to document each employee's needs, interests, and activities to enhance the work being done. The development or performance improvement plan provides a course of action to be taken to improve the employee's performance or to document any growth opportunities in which the employee is participating.

F. Education/Training Program

1. The State Personnel Commission recognizes the need for comprehensive training within ECSU to implement a fair and consistent Performance Management System. Managers and supervisors having the skills to work with employees in managing their performance on an ongoing basis is the foundation of a performance management program. If managers and supervisors do not have the skills necessary to carry out the performance management process, the system cannot be applied fairly and consistently. In that regard, ECSU shall offer Performance Management System information and skills training for employees, supervisors, and managers respectively.

2. A training package is available through the Office of State Personnel. The learning units which comprise the package are specifically tailored to North Carolina State Government. In order for ECSU to use this program, trainers must be certified by the Office of State Personnel based on specific competencies. Consultation concerning implementation and other program issues is available.
3. The training package includes discussions of a performance management system designed to be as legally defensible as possible, incorporating the following features:
 - a. A thorough and organized approach to defining results and related behavior/skills required to perform the work;
 - b. Skills on how to successfully conduct the performance discussions between the supervisor and employee;
 - c. Skills for tracking actual results; and
 - d. Methods for overcoming rater bias.
4. Mandated Trainings
ECSU employees are required to attend mandated training sessions; a refresher course shall be attended every three years. The current required training sessions include:
 - a. AIDS in the Workplace,
 - b. Communication/Effective Customer Service,
 - c. Diversity,
 - d. Hiring Procedures,
 - e. Office Safety, Performance Management,
 - f. Sexual Harassment,
 - g. Unlawful Workplace Harassment, and
 - h. Workplace Violence.

G. Performance Pay Dispute Resolution Procedures

ECSU shall have a procedure for reviewing and resolving disputes of employees concerning performance ratings and/or performance pay decisions. Procedures for ratings and/or performance pay disputes are governed by the ECSU *Mediation and Grievance Policy for SPA Employees* and *Pay Review Resolution*, respectively.

H. Performance Management and Pay Advisory Committee

ECSU shall establish a performance and pay advisory committee as part of its performance management system. The committee shall be appointed by the

Chancellor and have a minimum of five members. The members shall equally represent nonsupervisory, supervisory, and management ranks. The committee shall select a chair from within the group.

1. The purpose of the committee is defined as follows:
 - a. To ensure that performance increases are made in an equitable manner;
 - b. To be responsible for reviewing the ECSU pay performance pay plan, and the education and training program; and
 - c. To determine whether equitable distribution of performance increase monies have been made.
 2. The committee shall meet at least twice per year. It shall submit a report following each meeting to the Chancellor recommending changes in program administration. The Chancellor shall respond to these two reports within three months of receipt of each. Copies of these reports shall be included in the annual report furnished to the Office of State Personnel.
- 3. Relationship of Performance Management to Other Human Resource Systems**
- A. Performance management is an integral part of the total management of ECSU. Information obtained during the Performance Management Process about individual employees or from specific ECSU divisions/departments/units shall be a consideration in making other personnel management decisions. Connections with other systems indicate how effective the performance management system is. Information obtained from performance evaluations must influence selection, staffing, discipline, training, and development.
 - B. The performance evaluation program shall assist management in making personnel decisions such as promotions, performance-based disciplinary actions, performance salary increases and reductions in force. Since the performance evaluation may not represent all of the responsibilities/results and behaviors/skills needed to do the job, disciplinary action shall be documented as it occurs and shall be considered in the overall rating. Personnel policies dealing with these actions also require consideration of other information; therefore, performance evaluations alone cannot determine such decisions.
 - C. A current performance evaluation shall be on file prior to making any of the personnel actions listed above. Any proposed personnel action shall be consistent with the overall rating of the employee's performance. In cases where the recommended personnel action appears inconsistent with the current overall rating, a written justification shall accompany the recommendation.

- D. Probationary employees shall have a position description and performance evaluation established within sixty (60) calendar days from the date of employment and an evaluation completed at the end of the employee's probationary period and at the end of the work cycle. A review shall be completed before an employee can be moved into permanent status in accordance with the policy on probationary periods.
- E. Every employee in a trainee progression must have a performance evaluation within 60 calendar days of employment. This evaluation helps guide the employee in reaching requirements for the full classification. A review shall be completed before each salary increase is granted within the progression.
- E. Employees whose responsibilities and duties are changed either within their current position or by transfer (lateral, promotion, or demotion) shall have a new position description and performance evaluation established within sixty (60) days of the new assignment.
- G. A Performance Evaluation shall be completed with employees who transfer from ECSU, prior to the last day of work. The Performance Evaluation shall be placed in the employee's personnel file and sent to the receiving unit. The employee, supervisor and the supervisor's manager shall sign and date the form.
- H. When an employee transfers from another state agency to ECSU, the supervisor shall consider the level of documented performance evaluation from the previous unit along with the current overall performance rating in determining the time and amount of a performance increase.
- I. To provide continuity and consistency in treatment when a supervisor changes, ECSU shall assure that when a supervisor is leaving a unit, the next level manager and the supervisor shall agree on and document the employees' progress toward their performance evaluation.

4. Office of State Personnel Responsibilities

Under this policy, The Office of State Personnel (OSP) shall be responsible for:

- A. The State Personnel Commission, under the authority of G.S. 126-4 (8) and G.S. 126-7, shall adopt policy and rules for performance evaluation. The Commission shall submit a report on the ECSU Performance Management System annually to the Governor. The report shall include an evaluation of the administration of the ECSU performance management system and the distribution of performance salary increases including occupational and demographic data. It shall include recommendations for improving and correcting any inconsistencies in the total Performance Management System at ECSU.

- B. OSP, under the authority of G.S. 126-3, shall have the authority to administer and enforce all policy, regulations, and procedures for the performance management system at ECSU by requiring the university to submit whatever evidence and/or information it deems appropriate. This shall include submission of planning documents as well as participating in audits conducted by OSP. It shall be the responsibility of OSP to set the performance increases allowable for levels of performance which exceed performance requirements.
- C. OSP shall monitor the ECSU performance management system. This includes monitoring performance increase distribution of each employing unit within ECSU. OSP shall review the analyzed data to submit whatever evidence and/or information it deems appropriate.
- D. OSP shall review the analyzed data from ECSU to ensure that performance increases are distributed fairly and equitably. A summary report with conclusions drawn about the statewide system shall be prepared and submitted annually to the State Personnel Commission (SPC). SPC shall submit a report to the Governor, the General Assembly, and others as required by G.S. 126-7. If deficiencies exist within ECSU's performance management system, sanctions may be recommended.
- E. It shall also be the responsibility of OSP to advise ECSU in planning, establishing, and administering the ECSU performance management system. This includes consultation concerning initial and ongoing training programs. If ECSU requests, OSP shall also assist in establishing an internal performance review system or in using its existing grievance procedure to hear performance pay disputes.

5. ECSU Responsibilities

ECSU shall be responsible for:

- A. Senior administrative officers shall establish, monitor, and evaluate the performance management system to ensure full compliance with State Personnel Policies. Failure to meet all policy requirements may result in the loss or withholding of performance increase funds for ECSU.
- B. The Chancellor shall be responsible for submitting an annual report to the Office of State Personnel which includes the following items as well as other information requested:
 - 1. A complete description of the current performance management system;
 - 2. Performance increase distribution of each employing unit;
 - 3. Demographic data of performance ratings;
 - 4. Frequency of evaluation;
 - 5. Performance increases awarded;
 - 6. The implementation schedule for performance pay increases.

- C. Within 60 calendar days after receipt of feedback on the annual report from the Office of State Personnel, the Chancellor shall prepare a written plan alleviating inequities and systematic deficiencies and submit it to the Office of State Personnel for concurrence.
- D. The Chancellor shall take sanctions against the managers of those units in which inequities or systematic deficiencies exist.

6. The Performance Management Work Cycle

- A. The ECSU Performance Management Work Cycle shall be from May 1 to April 30 for any given year.
- B. The Planning sessions shall occur as close to the start of the work cycle as possible.
- C. Interim evaluations shall occur between the months of October and December.
- D. Final Performance Evaluation shall be submitted to Human Resources by the end of the workday on the second Friday in May.