

## **Southern Nazarene University Performance Assessment Procedure**

Southern Nazarene University values excellence in its academic and administrative programs. It is committed to creating and maintaining an environment that emphasizes the importance of relating work performance to its mission.

The foundation of an effective assessment and management process is frequent and timely communications. It is expected that supervisors will inform employees of job requirements and expectations and the way in which employees' performance will be evaluated. Employees are entitled to a thoughtful and timely performance assessment. Its success depends both on the willingness of supervisors to complete a constructive and objective assessment and on the willingness of employees to respond favorably to constructive feedback and, when needed, to improve their performance. As a result, employees are evaluated in writing at least annually with the assessment generally occurring during March and April.

### **A. Applicability**

This procedure applies to regular full and part time staff. Excluded from this procedure are faculty, adjunct and temporary employees.

### **B. Definitions**

1. Performance Assessment  
Is a process of assessing, summarizing, and documenting the work performance of an employee.
  
2. Performance Management  
Is an ongoing communication process that involves both the employee and supervisor in:
  - Identifying and describing essential job functions and relating them to the mission and goals of the University and/or the department
  - Developing realistic and appropriate performance standards
  - Giving and receiving feedback about performance
  - Writing and communicating the results of the performance assessment
  - Planning educational and developmental opportunities to sustain, improve, or build on employee work performance
  
3. Performance Standards  
Are written statements describing how well a job, task, or activity should be performed.

### **C. Purpose of Performance Assessment**

The actual performance assessment serves several purposes. It encourages employee involvement, provides a formal mechanism for employees to receive

feedback regarding job performance and expectations, and allows the employee to work closely with the supervisor to establish goals and priorities for the next year. Performance assessment also facilitates growth and development of employees and results in a documented history of employee performance.

#### **D. Written Performance Assessment**

A written performance assessment is based on the employee's overall performance in relation to his or her job responsibilities. It takes into account the employee's work behaviors, record of attendance, and other established performance standards. The written assessment is a legal document. It also is an official record of the employee's work performance, which may be considered in future promotion, disciplinary, and other human resources actions.

In addition to the regular performance assessment described above, supervisors may initiate at any time a written out-of-cycle assessment to document and advise an employee of performance deficiencies.

An overall rating of "Does Not Meet Expectations" performance review must be supported by the contents of the written assessment and accompanied by, as part of the assessment, an improvement plan.

#### **E. Employee Involvement**

During the performance assessment process, employees are provided an opportunity to review, discuss, and comment on the actual performance assessment document. The Performance Review and Development form is signed by the supervisor and employee and placed in the employee's official personnel file, which is maintained by the Human Resources Department.

Job standards and other performance evaluation criteria are established by the supervisor with input from the employee. Detailed instructions about the performance assessment process are available on the Human Resources Department web site in the Performance Assessment and Management Program for Staff Guide.

#### **F. Appeals Process**

Disagreements occasionally arise over the written performance assessment. In the event an employee disagrees with any part of the written assessment, he or she may attach a supplemental, explanatory response. The response will become a part of the record. If the employee believes the performance assessment is not factually accurate, he or she may request a review by the supervisor or the appropriate cabinet member. If the disagreement remains, the employee may file a formal grievance using the University's grievance procedures.