

Staff Personnel Manual (SPP)

SPP 808: Performance Management for University Staff

Effective: 7/1/2013

Revised: 12/23/2024

Purpose

To provide information about performance development tools and continuous performance management for university staff and nonfaculty administrators

Sources

Arizona Board of Regents Policy Manual - 6-510

University policy

Applicability

[University staff](#), [non-faculty administrators](#), and their supervisors

Advisory Notice

This policy **does not require** management to utilize any particular tool, step, or series of steps in the performance management process.

Nothing stated in policy or verbally by any supervisor is intended to create an employment contract or to modify the at-will employment status.

Policy

ASU seeks to promote a culture where staff contributions are recognized and rewarded, staff development goals are articulated and supported, and effective supervisory coaching leads to a high performing workplace. ASU believes that such a workplace encourages employee engagement, improves service to students and faculty, and greatly aids in the recruitment and retention of the most talented employees.

Accountability and Scope

All ASU administrative and university staff and non-faculty administrators, especially those who lead others, are expected to be familiar with these performance management tools. Supervisors are accountable for understanding and implementing the university's performance management program.

Office of Human Resources (OHR) will maintain performance evaluation tools and provide training and consultation in support of the program.

Performance Development Tools

OHR recommends the following tools to assist employees in taking pride and ownership of their work experience consistent with ASU's policies, to remediate performance issues, and to address employee conduct.

All relevant facts, including prior performance history and length of service/experience to the university, should be considered when using these performance development tools. Notwithstanding the use or initiation of any performance development tools, ASU and/or the employee may decide to terminate the employment relationship at any time.

Performance Improvement Tools

Memo of Expectations

A written *Memo of Expectations* is a performance management tool, which may be appropriate when coaching or feedback has not resulted in the needed improvement, or if a specific situation warrants a need for stronger action.

The written *Memo of Expectations* should outline the performance or conduct issue(s) and state expectations needed to meet performance expectations. The supervisor is responsible for meeting with the employees and discussing The *Memo of Expectations* with them . A copy of the *Memo of Expectations* shall be provided to the employee and maintained in the department file.

OHR is available to assist department management with the *Memo of Expectations*.

Cross-References

For additional information, see:

1. [SPP 403–08](#), “Salary Administration”

and

2. the *Academic Affairs Policies and Procedures Manual*—[ACD 401](#), “Prohibition Against Discrimination, Harassment, and Retaliation.”