Staff Personnel Manual (SPP)

SPP 808: Performance Management for University Staff

Effective: 7/1/2013   **Revised**: 9/1/2025

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 managers

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 manager 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. Managers 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 help employees take ownership of their work experience, align with ASU's policies, and support both performance improvement and conduct-related conversations.

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.

Check-In

All university staff and non-faculty administrators are expected to participate in Check-Ins. Check-Ins focus on performance, accomplishments, progress toward goals, and professional development. The discussion is documented in the Human Capital Management (HCM) system and serves as a record of the employee's performance.

Timeline

Check-ins will be submitted twice per year using the HCM System. Employees have 30 days to complete each Check-In before it is routed to the manager. The manager also has 30 days to complete the Check-In.

Review

Employees who disagree with their Check-In may submit a request in writing for a review by their manager's manager (the second level manager) within three working days after receipt of their manager's summary.

The second-level manager will schedule a meeting to discuss the summary with the employee promptly, normally within five working days of receiving the request for review. The second-level manager will conduct additional inquiry including modifying the summary, if considered appropriate. The second-level manager is responsible for communicating the decision, in writing, to the first-level manager and the employee.

The second-level manager's decision is final and concludes the process.

If unlawful discrimination is alleged, the employee may file a complaint with the Office of University Rights and Responsibilities.

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 manager 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."