Staff Personnel Manual (SPP)

SPP 808: Performance Management for University Staff

Effective: 7/1/2013   **Revised**: 11/1/2023

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.

EDGE Conversations

Edge Conversations serve as a constructive tool to engage, develop, grow and empower employees and will be tied to performance-based increases, and shall be prepared with care.

All university staff and non-faculty administrators should participate in at least one EDGE Conversation every 3 months based on a fiscal year. The conversation should include the following elements:

- A discussion regarding the employee's performance, which shall include coaching and feedback on the employee's performance, accomplishments, and development for the prior three month period.
  - The discussion shall focus on the employee's specific job responsibilities.
  - When coaching employees, the discussion should be specific, honest, and respectful to ensure the employees clearly understand the established standards and expectations with respect to their performance or conduct.
- A brief summary of job related goals and development opportunities for the upcoming quarter.
- An indication of whether the employee is meeting or not meeting expectations.

Supervisors should be evaluated, in part, based on whether they have provided accurate and timely feedback to their direct reports.
The documentation of the EDGE Conversations via the summary form is evidence of performance in that area.

Timeline and Documentation
Each EDGE Conversations should be documented using the EDGE Conversations summary template (or equivalent) no later than 30 days following the end of the quarter in which the conversation occurred.

Review
Employees who disagree with their EDGE Conversations summary may submit a request in writing, for a review by the second-level supervisor (i.e., the immediate supervisor's supervisor) within three working days after receipt of their supervisor's EDGE Conversations summary.

The second-level supervisor 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 supervisor will conduct additional inquiry including modifying the summary, if considered appropriate. The second-level supervisor is responsible for communicating the decision, in writing, to the first-level supervisor and the employee.

The second-level supervisor'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.

Additional 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."