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Office of the President
Office of Human Resources
March 2022

Office of the President

It is the policy of Claflin University to provide fairness, consistency, and uniformity in the administration of an effective performance-based (merit) compensation system designed to assess employee performance, recognize and reward employees for their job performances and contributions, and promote professional growth and development to fulfill the mission, goals, and objectives of the University.

This policy establishes guidelines for the administration of the Performance Management System. The program will enable the University to define performance expectations, evaluate employee performance objectively and systematically, foster communication between manager and employee, emphasize professional career development, and provide a uniform process for pay increases and other personnel decisions.

This policy is applicable to all full-time administrators and staff personnel who have completed their probationary period and have been granted full-time status with applicable rights as set forth by the University.

Defined Expectations / Goals – Essential duties and responsibilities of the position, such as deadlines, quantitative measures, projects and / or special assignments that are not specified on the Employee Performance Plan / Annual Evaluation Form.

Employee Performance Plan / Annual Evaluation Form – This document defines the attributes (general factors and defined expectations and goals) the employee is required to achieve and the evaluation categories and definitions to be used to assess job performance throughout the evaluation cycle and to make the annual rating determination.

Professional Development Plan - A plan of action that establishes clear instructions, identifies the required improvements necessary, and outlines steps

the employee should take to achieve the "meets" expectations and goals of the position when the job performance is at "needs Improvement" or "unsatisfactory" rating.

Relevant supporting documentation – Copies of assignments, projects, activities, acknowledgements, valid complaints and / or certifications, training, membership, or other credentials received or completed and are maintained to support evaluation decisions and for record keeping purposes.

Staff Employee Pre-Appraisal Form - A document designed to provide employees the opportunity to conduct a self-assessment of their job performance for review by their supervisors as a part of the annual performance evaluation.

Supervisor / Manager – The person who serves as the immediate supervisor and evaluator.

Supervisors shall use the standardized Employee Performance Plan / Annual Evaluation Form to conduct the annual evaluation. The Plan is based on the duties and responsibilities outlined in the Employee Position Description and includes the general factors of the position. Defined expectations and goals are incorporated as necessary.

Performance Management is an on-going appraisal process that provides a consistent approach for administering, monitoring, and measuring performance objectively and systematically.

The performance management system is based on the following objectives

during the first six months of the performance cycle, the employee performance plan must be modified. The adjustments/changes must be reasonable and justifiable and discussed with the employee and reviewer.

New employee performance plans must be completed, reviewed, and communicated to employees within 30 days of transfer or promotion. The former supervisor must complete an Interim Evaluation Form and forward it to the new supervisor if he/she supervised the employee for at least six months of the performance cycle.

The twelve-month period designated as the performance cycle will be the timeframe used for evaluating performance.

Continuous communication and opportunities for feedback through discussion meetings should occur between the supervisor and the employee throughout the performance cycle to ensure clarification of job expectations.

Employees should notify their supervisors immediately when they experience problems that prevent them from performing their duties and responsibilities.

Documentation during informal and formal coaching sessions and meetings throughout the performance cycle are strongly encouraged.

documentation included, as well as any documentation they have maintained throughout the performance cycle to complete the evaluation.

The interim and annual performance evaluations are based on the following evaluation/rating categories and definitions:

This evaluation is based on outstanding performance and accomplishments that substantially and consistently exceed expectations/goals for at least 70% of the general factors and the defined expectations/goals throughout the evaluation period. Performance is characterized by exceptionally high skill level, self-motivation and initiative, work quality and contributions far above the requirements, and demonstrated competency to assume higher levels of responsibility. An employee must receive at least one Acknowledgement of Outstanding Performance or relevant supporting documentation to validate the performance during the performance cycle to receive an overall evaluation rating of Outstanding Performance. However, an Acknowledgement of Outstanding Performance or relevant supporting documentation does not guarantee an overall performance rating of Outstanding Performance for the performance cycle. (Percentage of time delegated to each assignment must be considered).

This evaluation is based on job performance and accomplishments that meet expectations in all situations and exceed expectations for at least 50% of the general factors and the defined expectations/goals throughout the evaluation period. Performance is frequently at a high level. (Percentage of time delegated to each assignment must be considered).

This evaluation is based on job performance and accomplishments that meet the minimum level of all general factors and the defined expectations/goals throughout the evaluation period. In some instances, the employee may perform some of the job duties and responsibilities at a higher level.

This evaluation is based on job performance and results that do not satisfy all the minimum level requirements of the general factors and the defined expectations/goals throughout the evaluation period. The employee meets some requirements but generally fails to meet essential duties and responsibilities. A Professional Development Plan should be established to outline a plan of action to assist employees with improving quality of work, productivity, and the overall job performance required to meet the general and defined expectations/goals.

Inconsistency in job performance usually exist and may be directly related to the employee's lack of knowledge, skills, abilities, and/or effort. A final performance evaluation of unsatisfactory performance may initiate a recommendation for non-reappointment.

This evaluation is based on job performance that is unsatisfactory

CLAFLIN UNIVERSITY

PERFORMANCE MANAGEMENT

ACKNOWLEDGEMENT
OF
OUTSTANDING PERFORMANCE

Name:	Employee ID#:
Position:	Department:

This form documents and recognizes you for exceeding expectations in the performance of your duties on at least 70% of the attributes / general factors throughout the evaluation period. You are commended for your exemplary accomplishments / performance.

Description of specific outstanding accomplishments / performance:

Supervisor's Comments:	
Signature:	Date:
Employee's Comments:	
Signature:	Date:

Note: An employee must receive at least one Acknowledgement of Outstanding Performance during the performance cycle to be eligible for an overall "Outstanding

Performance" rating. However, receipt of an

The extent to which the employee ensures that	

Supervisors / Managers must complete this form and discuss with the employee the individual performance goals for the next evaluation period. The employee should be given an opportunity to provide feedback and make comments. The goals and objectives must align with those of the department and University.

What are some performance goals and objectives for the next performance and evaluation cycle?

1. _____
2. _____
3. _____
4. _____

Please comment on employee strengths and weaknesses. Discuss plans for the employee's professional growth and development i.e., seminars, training, education, etc.

_____

_____

Supervisor's Overall Comments:

_____

_____

_____

Employee's Comments (optional):

_____

_____

_____

Employee's Signature:_____ Date: _____

Supervisor's Signature:_____ Date: _____

STAFF EMPLOYEE PRE-APPRAISAL FORM

Employee Name:	Date:
Position:	Department:

The purpose of this form is to provide you the opportunity to identify goals, activities, interests, and other topics you wish to discuss with your supervisor as part of the annual performance evaluation process. Please attach additional documentation as needed to this form and return it to your supervisor by the date below. Your supervisor will review this information as part of your annual performance evaluation.

There will be a Performance Appraisal review meeting on _____.
Please complete both forms and return to me by _____.

Adheres to in furthering the mission of Claflin University and supporting relationships		

Human Resources

INSTRUCTIONS: This position description is an important document for determining the [illegible] measures for performance management. Please be sure the appropriate classification, pay range/band, and [illegible] information contained in this form is accurate and complete.

Name:

Department/Area/Division:

PURPOSE OF POSITION

PURPOSE OF POSITION

DUTIES

DUTIES AND RESPONSIBILITIES

[illegible] consider the duties and responsibilities that are actually performed in the position, including those that [illegible] this position. Consider the time spent in the duties and responsibilities, how important they are to [illegible]

SIGNATURE LINES

_____ **Date** _____

_____ **Date** _____

_____ **Date** _____

NOTICE OF IMPROVEMENT NEEDED / UNSATISFACTORY PERFORMANCE

Name:	Employee ID#:
Position:	Department:

This form documents that you must make immediate improvements in the performance of your job duties/responsibilities to "meet" the job expectations/goals. A description of the "needs improvement and unsatisfactory performance" areas and the standard of improvement you must achieve are indicated below. Continued performance that fails to "meet expectations" may result in an overall "Unsatisfactory Performance" rating on the annual performance evaluation conducted in this performance cycle.

Description of specific performance deficiencies:

Performance Improvement Needed:

Supervisor's Comments:	
Signature:	Date:
Employee's Comments:	

Note: An employee must receive at least one Notice of Improvement Needed / Unsatisfactory Performance during the performance cycle to receive an overall "Unsatisfactory Performance" rating. However, receipt of one Notice of Improvement Needed / Unsatisfactory Performance does not automatically warrant an "Unsatisfactory Performance" rating.

Follow-Up Review - Indicate the applicable performance status: Date_____

_____Improvement Achieved _____ Improvement Needed _____Unsatisfactory

_____:

Follow-Up Review- Indicate the applicable performance status: Date_____

_____Improvement Achieved _____ Improvement Needed _____Unsatisfactory

_____:

Follow-Up Review- Indicate the applicable performance status: Date_____

_____Improvement Achieved _____ Improvement Needed _____Unsatisfactory

_____

Follow-Up Review- Indicate the applicable performance status: Date_____

Improvement Achieved _____ Improvement Needed _____Unsatisfactory

_____

Follow-Up Review- Indicate the applicable performance status: Date_____

Improvement Achieved _____ Improvement Needed _____Unsatisfactory

Employee:_____ Date: _____

Supervisor: _____ Date:_____

Appropriate Vice President:_____ Date: _____