

Performance Management for Staff Personnel

Summary/purpose: The purpose of the University's performance management system is to ensure that individual, team, and/or department objectives are being reached efficiently and effectively. Effective performance is defined in advance and tools and procedures necessary to measure performance are provided. Performance management requires the supervisor and staff member (non-faculty personnel) to have frequent candid discussions about performance expectations, established objectives, actual performance, and future development. The comparison of actual performance with expectations and standards serves as a basis for recognizing accomplishments, fueling performance, and planning for continued progress and improvement where deficiencies may be found. A successful performance management program helps retain talented employees, keeps employees engaged, enhances employee learning, and builds a successful culture and organization.

Responsibility:

Every staff member contributes to the overall success of our University. All staff members, no matter how skilled, need opportunities for continued learning and success. Both employees and supervisors have a responsibility to actively participate in the performance management process. The process includes planning for performance by setting clearly defined objectives, on-going coaching (formal and informal), and highlighting success, while emphasizing the importance of follow-through. This process aligns with the University's mission, specifically providing opportunities for learning, discovery, and engagement.

Representatives of the Department of Human Resources are responsible for the oversight and administration of the performance management systems for staff members. Supervisors of all levels with the organization (supervisors, managers, directors, chairs, deans and department heads) are responsible for the timely completion of all applicable performance management forms including the Probationary Review, Year-long Performance Review, and Progressive Discipline Action Notice, if necessary.

Accessing Online Forms:

The online forms are available, during the appropriate window of time, on the University's site, connectU, at connectu.olemiss.edu, within the "Performance & Engagement" tile as programmed.

The Progressive Discipline Action Notice form must be requested. Supervisors must contact a Human Resources manager to request access to the form.

Note: The Objectives module and tile containing the employees' objectives are available year round.

Probationary Staff Review:

The probationary period and the probationary staff review should be discussed with the staff member at the time of hire. A staff member is eligible for a probationary review after completion of three months of service (90 days) and no later than six months of service (unless a contractual employee).

Ninety days after the employee's start date, the online Probationary Staff Review form is made available to the supervisor. The supervisor will receive an email with instructions to access the online form on the University's site, connectU, at connectu.olemiss.edu, within the "Performance & Engagement" tile.

The probationary review consists of a brief review of the employee's performance on general job-related objectives. The supervisor is also encouraged to include an overall comment.

At this time the supervisor may make a decision regarding the staff member's continued employment with the University. The form will include a published due date seven (7) days prior to the sixth month of employment, with additional steps and deadlines programmed to ensure the process, including all acknowledgements and approvals, is completed by the sixth month of employment. Failure to complete and submit the review by the sixth month of employment will result in automatic continued employment with an updated status of "regular" (non-probationary).

If the supervisor determines that additional time is required to assess the employee's skills, abilities, interest and/or performance, the supervisor may request to extend the probationary period for an additional period not to exceed a total of twelve months of employment. The request must be communicated to a Human Resources manager and processed on the initial Probationary Review Form by the employee's sixth month of employment (six month anniversary date). If approved, an additional form, Extended Probationary Review, will be launched for the next Probationary Review determination. The supervisor will receive an email with instructions to access the online form on the University's site, connectU, at connectu.olemiss.edu, within the "Performance & Engagement" tile. The additional requested time for the probationary review does not guarantee continued employment for the full requested amount of time. The extension must be requested and granted through the initial Probationary Review form.

It is the supervisor's responsibility to submit the probationary review in a timely manner.

The form is submitted online through connectU program. After the supervisor submits the form, the employee may acknowledge the form and forward the electronic form for the next signature, the supervisor's manager (next level manager). Once received, a Human Resources representative will acknowledge receipt and the form will be completed. A copy of the form is retained in each person's "Completed" folder within the Performance module, accessed through the drop down menu. Refer to the "Probationary Period" policy for further details.

Ongoing Performance Management Communication & Process:

Characteristics of ongoing performance communication include:

- performance management is a continuing process to assist everyone in enhancing performance and development
- includes milestone dates for periodic monitoring of performance objectives and progress reports in objective terms
- goals or objectives may need to be changed or retargeted during the review period
- open-communication channels ensure that issues are elevated quickly and resolved expeditiously.
- assists employees who request assistance and those who are failing to meet standards

All regular staff members, including executive staff, are entitled to performance feedback on a regular basis. Performance management requires the supervisor and staff member (non-faculty personnel) to have frequent candid discussions about performance expectations, actual performance, and future development.

The ongoing performance review process is administered on the University's site, connectU, at connectu.olemiss.edu, within the "Performance & Engagement" tile. The program provides opportunities and is flexible allowing employees and supervisors to utilize the program in the manner and as frequently as desired.

The performance review cycle is administered on the calendar year and the current review period and announced "at the latest" deadlines can be found at <http://www.hr.olemiss.edu/performance.html>.

On-going and at least quarterly, the supervisor and the staff member should continue a face-to-face dialog regarding the staff member's performance.

The contents of the performance review include the pre-established objectives agreed upon by the

employee and supervisor, the University's core values related competencies, and competencies related to the position group type.

The electronic form is made available to the employee and supervisor. The end of year review will also include access for the supervisor's manager (next level manager) and Human Resources. Once received, a Human Resources representative will acknowledge receipt and the form will be completed. A copy of the form is retained in each person's "Completed" folder within the Performance module, accessed through the drop down menu.

Additional information and specific details are available at <http://www.olemiss.edu/hr/performance.html> and <http://hr.olemiss.edu/connectu-learning-guides>

Progressive Discipline Action Notice:

The University's progressive discipline policy and procedures are designed to provide a structured corrective action process to improve and prevent a recurrence of undesirable employee behavior and performance issues.

The University reserves the right to combine or skip steps depending on the facts of each situation and the nature of the offense. Some of the factors that will be considered are whether the offense is repeated despite coaching, counseling or training; the employee's work record; and the impact the conduct and performance issues have on the organization.

After the supervisor has reviewed the performance and/or incident, including discussing the concern(s) with the employee, the supervisor must communicate to a human resources manager to request access to the electronic progressive discipline action notice. The supervisor will receive an email with instructions to access the online form on the University's site, connectU, at connectu.olemiss.edu, within the "Performance & Engagement" tile within the "To Do" section (top of the page).

The electronic form is made available to the supervisor and the employee for acknowledgement. The form will also be routed to the supervisor's manager (next level manager) and Human Resources. Once received, a Human Resources representative will acknowledge receipt and the form will be completed. A copy of the form is retained in each person's "Completed" folder within the Performance module, accessed through the drop down menu. Refer to the "Progressive Discipline Action Notice" policy for further details.