OFFICE OF ADMINISTRATION & FINANCE
ADMINISTRATIVE MEMORANDUM

DATE: August 9, 2005
NUMBER: HR-05

TITLE: Performance Review Process for Staff

PURPOSE

The purpose of the performance evaluation process is to provide consistent and equitable performance assessment of all East Stroudsburg University staff. The performance evaluation system provides an opportunity for an objective dialogue between the employee and the supervisor about the individual’s work performance. An employee performance review (EPR) form must be prepared for each employee every twelve (12) months. An interim review can be prepared whenever there is a change in the employee’s performance sufficient to affect the overall rating of the previous review or whenever departmental procedures require an interim review for special purposes. Probationary evaluation reviews are to be conducted in accordance with an individual’s respective collective bargaining agreement.

SCOPE

This policy applies to all AFSCME, SPFPA and OPEIU covered staff of East Stroudsburg University of Pennsylvania. Details on the performance evaluation process for SCUPA covered employees are contained in the Professional Evaluation article of the SCUPA collective bargaining agreement. Details on the performance evaluation process for management employees are outlined in the Performance Evaluation Process for Management policy and Board of Governors Policy 1985-07-A.

POLICY

The University is committed to attracting, developing, managing, and retaining a high performing diverse and productive workforce. Effective performance management is necessary. Employee performance expectations and accountability linked with University plans and priorities are vital components of performance management.

PROCEDURES

The performance review process shall be conducted in accordance with the following procedures.

1. The performance cycle is October 1 through September 30.

2. The Office of Human Resource Management will forward the individual’s EPR form (Attachment A) for completion to the immediate supervisor annually on September 1.

3. Supervisors/managers will meet with their respective supervisees during the first two weeks of October to review the employee’s job description and standards for the rating cycle to ensure the appraisal relates to the specific responsibilities, job assignments, and standards that were conveyed to the employee for the rating cycle. A copy of the employee’s position...
description may be requested from the Office of Human Resource Management and should be used as a guideline for this aspect of the process.

4. Within two weeks after the cycle ends on September 30, supervisors/managers will conduct performance reviews.

5. The appraisal will be based on the employee’s performance during the entire review period, not isolated incidents or performance prior to the current review period.

6. Each factor will be rated in relation to the standards established and the guidelines listed on the form for each rating.

7. An overall rating based on the rating of the individual factors, adherence to significant performance standards, and accomplishment of essential functions will be provided. The overall rating must be consistent with all the factor ratings; however, it is not an average of the individual factor ratings, but rather reflects the influence of the more important work performance factors as determined for a position.

8. Employee strengths will be assessed and opportunities where the employee could improve will be identified. Projected development needs for the next rating period will also be identified.

9. Comments sections should be used to support performance ratings, indicate problem areas and provide guidance to employees on how to improve performance. Comments MUST be provided for “outstanding,” “needs improvement,” and “unsatisfactory” ratings, and are highly recommended for all other ratings.

10. The person who completes and signs a performance evaluation report as the rater of an employee should not be a member of the same bargaining unit as that of the employee being evaluated and MUST be the employee’s immediate supervisor.

11. When the employee has worked under more than one supervisor during a rating period, the supervisor under whom the employee was working at the time the change in assignment occurred shall prepare a report for the period as the employee’s supervisor. This report should be forwarded to the new supervisor and the employee’s work performance over the entire period should be considered in preparing the final report.

12. The EPR should be discussed with the reviewing officer prior to discussion with the employee. The reviewing officer should date and sign the EPR form at that time.

13. The rating interview is the most important step in the performance review process. The EPR shall be reviewed with the employee in a face-to-face discussion. The discussion should be under circumstances affording an informal, relaxed and private interview. It is strongly recommended that the review be held at the time the employee is shown the EPR for the first time.

14. Following discussion of the rating with the employee, the employee should date, sign and complete the comments section. A meeting with the reviewing officer can be requested and arranged at this time.

15. Supervisors/managers will provide a progress review to each supervisee during the year-long review cycle. The date of this review will be documented on the EPR form.
DEFINITIONS OF ADJECTIVAL RATINGS

UNSATISFACTORY: A rating of unsatisfactory means that the employee’s performance with respect to the factor under consideration is below acceptable standards.

NEEDS IMPROVEMENT: A rating of needs improvement means that the employee’s performance with respect to the factor under consideration no more than meets and occasionally falls below acceptable standards.

SATISFACTORY: A rating of satisfactory means that the employee’s performance with respect to the factor under consideration meets and occasionally exceeds acceptable standards.

COMMENDABLE: A rating of commendable means that the employee’s performance with respect to the factor under consideration frequently exceeds acceptable standards.

OUTSTANDING: A rating of outstanding means that the employee’s performance with respect to the factor under consideration consistently exceeds acceptable standards.

DEFINITIONS OF JOB FACTORS

JOB KNOWLEDGE/SKILLS: Measures employee’s demonstrated job relevant knowledge and essential skills, such as work practices, policies, procedures, resources, laws, customer service, and technical information, as well as the relationship of work to the organization’s mission.

WORK RESULTS: Measures employee’s results in meeting established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.

COMMUNICATIONS: Measures employee’s performance in exchanging information with others in an effective, timely, clear, concise, logical, and organized manner.

INITIATIVE/PROBLEM SOLVING: Measures the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measures employee’s performance in identifying and resolving problems; following through on assignments; and initiating or modifying ideas, methods, or procedures.

INTERPERSONAL RELATIONS: Measures employee’s development and maintenance of positive and constructive internal/external relationships.

WORK HABITS: Measures employee’s performance relative to efficient methods of operation, customer service, proper conduct, speech, ethical behavior, and organizational policies and procedures.
SUPERVISION/MANAGEMENT: Measures leadership, judgment, initiative, and achievement of expectations. Effectively manages projects, employees, budget, technology and organizational change to produce positive results.

RESPONSIBILITIES

1. The Office of Human Resource Management will ensure that supervisors and managers are adequately trained in their performance management responsibilities.

2. The Office of Human Resource Management will forward the EPR form for completion to the respective supervisor/manager.

3. Supervisors will complete the EPR form and conduct an interview with the employee within the timelines prescribed in this policy.

4. The Reviewing Officer will review and sign the form in accordance with this policy.

5. The supervisor will forward the completed and signed form to the Office of Human Resource Management.

6. The Office of Human Resource Management will track the completion of EPRs and follow up as appropriate.

7. All supervisory/managerial employees will be evaluated on their supervisory ability, which will include accountability for performance management.

This policy will become effective immediately.

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Richard A. Staneski
Vice President