



Human Resource Services **POLICY RESOURCES**

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Applies to:	Marshall University
Title:	Performance Assessment, Classified and Nonclassified Employees
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This administrative procedure is provided for the purpose of effectuating the provisions of Marshall University Board of Governors Policy HR-12, Performance Assessment, Classified and Nonclassified Employees.

The University utilizes two basic forms in this performance assessment process for classified employees, one for Fair Labor Standards Act (FLSA) non-exempt classified employees and one for FLSA exempt classified employees. A performance assessment form is provided for nonclassified employees. Paper copies of these assessment forms may be obtained from the Human Resource Services office in 207 Old Main. Additionally, the forms are available for download as Word files or Adobe Acrobat (.pdf) files from the Human Resource Services web site at

<http://www.marshall.edu/human-resources/forms/>

Space is provided on the forms to answer each section. Answers to particular sections do not have to consume all available space if a shorter answer will suffice. Additional comments referring to particular sections of the forms may be attached as needed. Forms do not need to be typed, but legibility is important.

A completed performance assessment form for individuals subject to such review shall be submitted to Human Resource Services within one month of the anniversary date of the individual's appointment to their current position at the University (rendered in the Banner HR system as the "Current Hire" date). The performance of individuals newly appointed to University employment in regular-status classified staff and nonclassified appointments will be assessed at three and six months into their employment. Thereafter their performance is assessed on an annual basis according to the anniversary month of their current hire date.

Human Resource Services calculates the dates on which the assessments are due and sends the responsible department approximately one month in advance of the anniversary month a report of persons due for performance assessment. Human Resource Services does not ordinarily distribute the assessment forms themselves but requests that clients download those from the website. If any department cannot do this, Human Resource Services can, upon request, send paper forms to that department.

For classified employees in their initial probationary appointments, the performance assessment forms for three months and six months of service are used as a measure of the fitness of the individual for continued employment. Probationary appointments that are converted to regular-status appointments should be associated with positive performance assessments at the three-month and six-month points. If performance problems during the initial probationary period of employment are significant enough to lead to a recommendation for termination, such recommendation shall be supported by the content of the performance assessments at three or six months of service. **It is important to note, however, that the performance assessment for the six month point in service must reach Human Resource Services**

prior to the end of the classified employee's probationary period if there is any reason that the continuation of the classified employee's appointment would not be recommended. If the six month probationary period ends without input from the supervisor that would recommend non-continuation of the employment, the probationary period will end satisfactorily, and the classified employee will be converted to regular status.

The performance of subject individuals who transfer into or are promoted to different positions will be assessed at three and six months into the new position. Thereafter such individuals will revert to their normal annual assessment schedule based upon the anniversary month of their current hire at the University.

There is no substitute for frequent informal contact between supervisor and employee about work performance opportunities and issues. This performance assessment is not intended to substitute for frequent informal contact.

While the performance assessment process forms can be used to record information about poor or inadequate work performance, such information should not be saved up for inclusion in the next performance assessment without taking timely corrective action as problems are identified. Institutional policies provide a method for dealing with poor or inadequate work performance on a real-time basis through the use of progressive discipline. It is in the best interests of both the employee and the supervisor, therefore, to cooperate in resolving any circumstances of poor or inadequate work performance as quickly as possible. Likewise, the performance assessment should not document episodes of poor or inadequate work performance that have been resolved satisfactorily. The performance assessment process should be developmental with an emphasis on future performance and future potential.

The supervisor and the employee who is the subject of the performance assessment should schedule time together to confer on content for the form. This meeting should be announced by the supervisor in advance, giving the employee sufficient time to assemble ideas and comments for possible inclusion in the assessment. The meeting should be scheduled such that the deadline for submission of the assessment can be met. Privacy should be provided so that the conversation between the employee and the supervisor about performance assessment cannot be overheard.

The performance assessment form provides a framework for agreement between the employee and the supervisor on the contribution expected from the employee in order to help accomplish the mission of the work unit. It also promotes agreement on resources and/or support the employee needs in order to be successful. A clear understanding of the mission of the employee's work unit is essential for both the employee and the supervisor.

The performance assessment process emphasizes *planning* for the upcoming period. An assessment of work performance for the *preceding* year (or other assessment period) is, however, important. The supervisor and the employee should discuss and agree to a plan of improvement, as necessary, for areas of work performance or workplace behavior which are noted to be inadequate.

Since jobs can change in significant ways with the passage of time and with the development of the employee, supervisors and employees in classified staff positions are asked on the assessment form to acknowledge that they have at least once annually reviewed the standard classification description for the employee's position. If significant changes are believed to exist between current job content and the standard classification description, the supervisor and/or employee is requested to contact Human Resource Services for assistance.

The signatures of the employee, the supervisor, and the next level dean, director, or vice president are required. If a vice president is not the next level supervisor in a particular circumstance, he/she may stipulate that performance assessments be signed by that vice president.

It is the responsibility of Human Resource Services to facilitate and ensure to the extent possible excellent work performance by all individuals participating in the performance assessment process. Human Resource Services reserves the right to confer with the employee, the supervisor, and any higher-level deans, directors, or vice presidents about any issues raised in performance assessment forms. In addition, Human Resource Services serves to encourage improved work performance and may, therefore, work with the employee and the supervisor to make sure that performance improvement plans are identified and followed. Employees and/or supervisors may consult with Human Resource Services whenever necessary for advice or assistance with any aspect of the performance assessment process. Human Resource Services is located in 207 Old Main. Human Resource Services can be contacted by telephone at (304) 696-6455 or by e-mail to human-resources@marshall.edu.

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