

CENTRAL WASHINGTON UNIVERSITY POLICY FOR CLASSIFIED EMPLOYEES

TITLE: PERFORMANCE MANAGEMENT

APPLIES TO: Non-represented classified employees. To the extent that this policy addresses terms not covered under collective bargaining agreements for represented employees, the terms of this policy shall prevail.

REFERENCE: Chapter 357-37 of the Washington Administrative Code (WAC), Performance Management

EFFECTIVE: July 1, 2005

POLICY

PURPOSE: To provide basic guidance and direction to managers, supervisors, and employees regarding the university's commitment to a positive performance based culture, and to comply with the provisions of WAC 357-37 Performance Management. This policy is to be used in conjunction with the WAC and university procedures.

POLICY STATEMENT: Central Washington University recognizes the value of a performance based institutional culture that promotes employee productivity, engagement, and development by aligning individual performance goals with the university's mission, strategic goals, and objectives.

WAC 357-37-015 What is the employer's responsibility for an employee performance management process?

Each employer must develop and implement an employee performance management process. Employers must develop a performance management policy that documents the key points of the process.

This policy is guided by the following principles:

- Organizational success is dependent on the work performance and accomplishments of our employees.
- Organizational and employee performance goals are linked.
- Performance management is a shared commitment to high performance.
- A commitment of time and resources, at all levels of the university, is critical to successful performance management.
- Excellent performance merits reward and poor performance cannot be accepted.

The performance management program strives to create a results oriented performance culture by defining, measuring, managing, and improving performance, and by recognizing and rewarding results. It is the university's policy that the performance management program will:

- Be applied fairly and equitably.
- Be integrated into management processes.
- Identify supervisory/managerial and employee accountability for achieving organizational goals and objectives.

WAC 357-37-020 What objectives must an employee performance management process satisfy?

The employee performance management process must:

- (1) Explain the employee's responsibility for successfully performing assigned job duties and responsibilities;
- (2) Assess how well the employee has contributed to efficiency and effectiveness in fulfilling the objectives of the organization and the position; and
- (3) Recognize an employee's successful job performance and identify any necessary changes in job performance.

ADMINISTRATIVE RESPONSIBILITY

The President's Cabinet shall:

- Promote performance management as a means of achieving the university's mission, strategic goals and objectives.
- Recognize and commit to providing the necessary time to perform work associated with the performance management.
- Develop and communicate organizational goals and objectives to assist supervisors and managers in fulfilling their responsibilities under this policy.
- Ensure that each division within the university establishes and follows an internal performance management process that complies with the WAC, this policy, and the university procedures.
- Ensure fair and consistent application of this policy and university procedures.
- Render decisions on matters for which authority has not otherwise been delegated.

Vice presidents, and division and department heads shall:

- Promote performance management as a means of achieving the organization's mission, strategic goals and objectives.
- Recognize and commit to providing managers and supervisors the necessary time to perform work associated with the performance management process.
- Communicate the department's and the university's, mission, strategic goals, and objectives to all employees within their unit.
- Provide input into university performance management procedures, and develop departmental performance management procedures in compliance with this policy and university procedures.
- Ensure supervisors and employees receive appropriate performance management orientation and training.
- Ensure that performance management policy and procedures are shared throughout the department and that employees at all levels comply.
- Ensure that all managers and supervisors are accountable for, and evaluated on, their performance related to performance management.
- Ensure that performance development plans are used to make administrative decisions such as training, rewarding, reassigning, promoting, and disciplining employees.
- Review employee Performance and Development Plans to ensure consistency, timeliness, and compliance with policy and procedure.
- Monitor and evaluate the effectiveness of department performance management procedures, and take corrective action as warranted.
- Consult with Human Resources regarding this policy and university procedures.

Managers and supervisors shall:

- Communicate organizational goals and objectives to subordinate employees and link these to the employees' performance and development plans.
- Participate in, and ensure employee participation in, performance management orientation and training.
- Effectively manage the performance of subordinate employees in accordance with this policy and university and department performance management procedures.
- Provide employees with regular verbal and written feedback and assessment in the course of conducting timely and accurate employee performance development plans.
- Hold employees accountable for their performance. Ensure good performance is recognized and rewarded and that there are appropriate consequences for poor performance.
- Consult with Human Resources regarding performance management policy and procedure.

Human Resources shall:

- Develop and implement university performance management procedures.
- Provide, or arrange for critical performance management training and orientation.
- Provide advice and assistance to supervisors and managers in carrying out performance management responsibilities.

- Periodically evaluate university compliance with this policy and related procedures, assess effectiveness of performance management within the university, and provide findings to the president's cabinet.

Employees shall:

- Cooperate and communicate with their supervisors throughout the performance management process, seeking clarification when needed in order to understand what is expected.
- Take personal accountability for their performance and development.
- Perform assigned duties and meet job standards and performance expectations.
- Attend required training identified in the Performance Development Plan as assigned and as otherwise directed.
- Participate in performance management orientation and training.

DEFINITIONS

Performance Management: An integrated set of processes supporting the effective utilization and development of staff to improve the organization's performance and achieve its goals. Individual performance management involves aligning the job of each employee with the organizational strategic plan so that the employee's efforts are focused on behaviors, products, and services that contribute to the success of the organization and the university.

Performance and Development Plan: A systematic process, and a standardized form, used for establishing and documenting each employee's key responsibilities and competencies, performance expectations, and training and development needs, and to assess the employee's success at achieving performance expectations and demonstrating competency excellence.

KEY COMPONENTS OF THE PERFORMANCE MANAGEMENT PROCESS

- Performance planning and assessment shall occur during the probationary, trial service, and transition review periods, and at least annually thereafter.
- Performance planning is an on-going cycle, not an event. It is a year-round collaborative process and shall be used for developing performance expectations, employee development planning, and performance guidance and assessment.
- Performance planning requires on-going communication between supervisors and employees on performance expectations and job responsibilities, and provides an opportunity for open discussion about the relationship of performance expectations and job responsibilities to the mission, goals and objectives of the organization.
- Performance and Development Plans provide performance expectations that are linked to the mission, goals and objectives of the organizational unit and the university.
- Performance expectations are observable, measurable, or otherwise verifiable, and include results or outcomes the employee is expected to achieve and the competencies (knowledge, skills, abilities, attitudes, etc.) that the employee is expected to demonstrate.
- Training and development activities are identified to support the achievement of performance expectations and organizational objectives, and the development of key competencies necessary to perform assigned duties.
- Employees receive timely, meaningful recognition of desired performance and timely corrective action and disciplinary action to redirect an employee's job performance.