Partnership for Performance

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Scope
Full-time and regular part-time administrators and staff. Temporary employees are not included in the University’s performance management system.

Summary
Performance management is a cyclical and collaborative process between a supervisor and an employee that provides direction for the employee, encourages coaching and feedback, and fosters two-way communication.

The University’s comprehensive performance management system is called Partnership for Performance (PFP). PFP is part of the University’s initiatives that further our goal to enhance academic excellence and build a culture that values leadership and employee development. The key components of the performance planning and assessment process include:

- Performance Planning
  - Performance Objectives
  - Vincentian Values at Work
  - Core and Leadership Competencies
- Development Planning
- Ongoing coaching and communication between a supervisor and employee.
- Assessment discussion and forms (Mid-Cycle Check-In and Year-End Assessment).

Performance management is not intended to create, and does not create, an employment contract or guarantee of continued employment for any employees, nor does it alter the at-will employment relationship between the University and its administrative and staff employees. Both the University and its employees have the right to terminate the employment relationship at any time, with or without cause or reason. For the University’s policy on Employment at Will, see policy #101 in the HR Policy Manual.

The PFP is not intended to substitute for appropriate corrective action and discipline when an employee’s performance or behavior warrants immediate action by a supervisor. In these instances, supervisors should refer to the Policy #702 Corrective Action in the HR Policy Manual.

Forms
The Employee and Leadership PFP Forms and Instructions can be found on the “Forms” page of the HR website: Forms. The Office of Human Resources retains the original copy of each employee’s year-end performance evaluation in his or her personnel
file. The mid-cycle check-in is a discussion between manager and employee and no form is due to HR at the mid-cycle.

**Benefits of the PFP System**

There are short and long-term benefits to having an effective performance management system in place for administrators and staff. PFP has been designed to: align individual performance with the University’s priorities; encourage input and involvement from both employees and supervisors; improve performance outcomes at the individual, departmental and University level; identify, develop and retain talented and diverse employees; and differentiate and reward outstanding performers, as well as identify underperformers.

**Supervisors can benefit from PFP by:**

- Using a fair, consistent process for managing performance of staff and administrators across the University.
- Communicating with their employees about what is expected and how they will be held accountable.
- Differentiating levels of performance, thereby motivating and retaining above-average performers.
- Addressing performance problems as they occur and often preventing them.
- Preventing surprises from occurring during the end-of-cycle assessment.
- Communicating progress and assisting employees to improve both their performance and their job satisfaction.

**Employees can benefit from PFP by:**

- Knowing what is expected from their supervisor and from the University.
- Seeing how their job supports the larger University Mission and strategic plan.
- Providing input on how to perform more effectively in their jobs.
- Communicating more frequently with their supervisor about their job performance.
- Being acknowledged for exceptional performance.
- Developing in areas that need improvement.
- Identifying career interests and mapping an approach for development.
- Having clear objectives to achieve and linking merit increases to performance.

**Linking Merit Increases to Performance**

A performance management process provides the foundation for differentiating performance. Supervisors should use overall job performance as the primary basis for allocating the designated salary increase budget among their employees. Subject to the availability of University funds, other factors that may influence a supervisor’s recommendation include market conditions, comparison with other internal positions, and position in the salary range (i.e., current base salary in relation to the salary grade midpoint). Since performance is a key factor for differentiating the amounts recommended for employee increases, the amounts should be consistent with the employee’s most recent written performance evaluation. Supervisors can send an important message to all levels of performers by making even a small differentiation.
Based on an employee’s performance rating, compensation and award considerations should reflect the extent to which the employee’s performance exceeded, met, or did not meet expectations. The rationale for differentiating among performance levels is to encourage high levels of performance. Linking performance to merit increases can send a positive message and go a long way to motivate employees to higher levels of achievement. See policy #303, Merit Review, for specific information on how the merit system works with the Partnership for Performance program.

To be considered eligible for merit pay and award programs, an employee must be in active working status on the payroll of St. John’s at the time that the award or increase is paid. Employees who have resigned, retired or have been terminated are ineligible for increases and awards. In addition, prorated payments will not be made to employees who resign, retire or are terminated during the year.

The University reserves the right to modify or cancel any of its award programs at any time, without advance notice.

For more information in general on policies relating to compensation, refer to Section 300, Compensation. For information on the University’s award programs, see policy #304, Special Recognition Program and policy #305, Exceptional Performance Award. For the Complaint Resolution process, see policy #701.