

The Higher Learning Commission Action Project Directory

University of St. Francis: Develop a Performance Management process for non-faculty staff.

Project Details	
Title	Develop a Performance Management process for non-faculty staff.
Category	4-Valuing People
Timeline	
Planned Project Kickoff	02-16-2004
Actual Completion	
Status	COMPLETED
Updated	09-10-2007
Reviewed	09-29-2007
Created	11-24-2009
Last Modified	01-12-2010

1: Describe this Action Project's goal in 100 words or fewer:

A: To develop and implement a fully documented process for timely performance feedback to administrators and support staff, allowing for integration with a reward system for encouraging superior individual and team performance.

2: Describe briefly your institution's reasons for taking on this Action Project now -- why the project and its goals are high among your current priorities:

A: In the past performance evaluation has been spotty at best, with no coordination between departments. Pay raises have been across-the-board annually. There is a concern held by many that employees have not been held accountable for high standards of performance. The new President, the Board of Trustees, and the staff have all recognized a need for better evaluation of employee performance and possibly a "pay for performance" system.

3: List the organizational areas -- institutional departments, programs, divisions, or units -- most affected by or involved in this Action Project:

A: A new employee performance management program will affect every university department, since all administrators and support staff will be included. Faculty are not directly affected, as they already have a detailed and formal review process in place.

4: Name and describe briefly the key organizational process(es) that you expect this Action Project to change or improve:

A: Training for supervisors once the new system is designed Annual (or more frequent) formal performance evaluation, including a written evaluation and a supervisor-employee interview. Employee preparation for performance evaluation. Supervisor preparation for performance evaluation. Joint goal setting by supervisor and employee. Periodic, timely informal feedback from supervisor on employee performance and/or employee progress toward goals. Filing, maintenance and tracking of written performance evaluations by the Human Resources department, including reminder notes. If 360 degree feedback is adopted as part of the program, an additional process is written performance feedback by peers and subordinates

5: Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion):

A: As the design phase progresses, periodic feedback will be presented to the Cabinet. Administrators and staff will be kept up to date through periodic emails concurrent with presentations to the Cabinet. The President will keep the Board of Trustees advised at their regular quarterly meetings.

6: Describe how you plan to monitor how successfully your efforts on this Action Project are progressing:

A: Employee feedback (administrator and staff) incorporated into the design of the system

7: Describe the overall "outcome" measures or indicators that will tell you whether this Action Project has been a success or failure in achieving its goals:

A: Are all supervisors trained before implementation of the program? After implementation, are employee performance evaluations completed on time and forwarded to HR?

8: Other information (e.g., publicity, sponsor or champion, etc):

A: Task Force is appointed and convened to design the system. Methods of formal evaluation are determined, likely two systems, one for administrators and one for support staff . (These models are considered: narrative essay, behavioral checklist, critical incidents, rating scales, 360 degree feedback.) Performance evaluation forms are designed. All supervisors are trained in the new system. The system is implemented initially in one department, then university-wide. As the Pay for Performance project is begun, the performance evaluation system is tweaked to accommodate that system.