

A Step-by-Step Guide to the Employee Performance Management System (EPMS)

This step-by-step outline is a supplement to (not a replacement for) University Policy HR 1.36 *Performance Evaluation for Classified and Unclassified Non-Academic Staff* and will guide you through the overall process of the performance management program. These guidelines begin with the orientation of an employee and continues through the development and feedback process that occurs for each employee on an annual basis (trial period and probationary reviews will also be discussed). The performance management process is for on-going employee development and is a management tool used to formally document an employee's performance.

Questions regarding this process should be directed to the Human Resources, Office of Employee Relations at (803) 777-3821.

Newly Hired Employees (Probationary)

Step 1

Complete and/or review with a newly hired employee within 4 weeks of their first day of employment:

- ✓ Position Description (PD) should be accurate and up-to-date, reflecting major responsibilities, essential job duties, and core performance characteristics. The probationary employee and supervisor should review (and sign if it wasn't previously done) the Position Description (PD) and the original, signed document should be sent to Human Resources, Salary Administration.
- ✓ The supervisor should clearly communicate the goals of the division, college, or campus.
- ✓ Create the Planning Stage. The probationary employee's job duties and success criteria, objectives, and performance characteristics for the next rating period will be discussed at this time. The supervisor (rater) and the probationary employee should participate in drafting the planning stage document. The next higher level supervisor (reviewing officer) and the supervisor (rater) should discuss the requirements of the coming year prior to completing the planning stage.
- ✓ Performance objectives shall be optional for all probationary employees. An objective should be included when the probationary employee is assigned a special non-recurring project or assignment that is not included on the probationary employee's Position Description (PD). Success criteria must be developed for each objective specifying the expectations of the supervisor (rater) for the probationary employee to meet performance requirements.
- ✓ Assign each job duty or performance objective a numerical weight, written as a percentage of its importance to overall job success. The total percentage of all job duties combined with the total percentage of all performance objectives must total 100%. No more than 15% of the total may be

allocated for performance objectives {i.e., job duties (85%) + performance objectives (15%) = 100% total combined numerical weight}.

- ✓ Once the planning stage is developed, the job duties, success criteria, performance characteristics, and objectives are written on the performance evaluation form. The form is completed and signed by the supervisor (rater), then reviewed and signed by the next higher level supervisor (reviewing officer), and finally reviewed and signed by the probationary employee. The original form should be retained by the supervisor (rater) , or the departmental HR Contact, for use at the time of the actual review, with a copy given to the probationary employee for reference during the review period.

Step 2

Ongoing Performance Management – Coaching and Counseling

- ✓ The supervisor (rater) should provide ongoing performance feedback to probationary employees throughout the review period. An unofficial mid-year review is recommended to assess progress, to correct any misunderstandings about expectations, and to encourage ongoing communications between the supervisor and probationary employee.

Step 3

Probationary Period Performance Evaluation

- ✓ Each new employee in a probationary status shall be rated prior to the completion of a 12-month probationary period.
- ✓ If a probationary employee does not receive a performance evaluation document prior to the performance review date, the probationary employee will receive a “Successful by Default” rating and obtain covered status as a state employee (covered by the provisions of the State Employee Grievance Procedure Act) and permanent status in the class.
- ✓ The probationary period may not be extended.
- ✓ If a probationary employee is not performing satisfactorily, he/she should be terminated before the end of the probationary period before gaining permanent status.
- ✓ After satisfactory completion of the probationary period, if the employee’s review date is more than 90 days from the Universal Review Date, a short-year review should be completed. If the probationary employee’s review date is less than 90 days from the Universal Review Date, the probationary employee’s review will be automatically transitioned onto the Universal Review Date.
- ✓ Until a probationary employee has completed the probationary period and has received a “Successful” or “Successful by Default” (or higher) overall rating, the probationary employee has no grievance rights under the State Employee Grievance Procedure Act; therefore, the University is not required to follow the “Substandard Performance Process”.

Transferred/Reassigned/Promoted Employees (Trial Period)

Step 1

Complete and/or review with a transferred/reassigned/promoted employee within 4 weeks of their first day of employment:

- ✓ Position Description (PD) should be accurate and up-to-date, reflecting major responsibilities, essential job duties, and core performance characteristics. The Trial Period employee and

supervisor should review (and sign if it wasn't previously done) the Position Description (PD) and the original, signed document should be sent to Human Resources, Salary Administration.

- ✓ The supervisor should clearly communicate the goals of the division, college, or campus.
- ✓ Create the Planning Stage. The transferred/reassigned/promoted employee's job duties and success criteria, objectives, and performance characteristics for the next rating period will be discussed at this time. The supervisor (rater) and the transferred/reassigned/promoted employee should participate in drafting the planning stage document. The next higher level supervisor (reviewing officer) and the supervisor (rater) should discuss the requirements of the coming year prior to completing the planning stage.
- ✓ Performance objectives shall be optional for all transferred/reassigned/promoted employees. An objective should be included when the transferred/reassigned/promoted employee is assigned a special non-recurring project or assignment that is not included on the transferred/reassigned/promoted employee's position description. Success criteria must be developed for each objective specifying the expectations of the supervisor (rater) for the transferred/reassigned/promoted employee to meet performance requirements.
- ✓ Assign each job duty or performance objective a numerical weight, written as a percentage of its importance to overall job success. The total percentage of all job duties combined with the total percentage of all performance objectives must total 100%. No more than 15% of the total may be allocated for performance objectives {i.e., job duties (85%) + performance objectives (15%) = 100% total combined numerical weight}.
- ✓ Once the planning stage is developed, the job duties, success criteria, performance characteristics, and objectives are written on the performance evaluation form. The form is completed and signed by the supervisor (rater), then reviewed and signed by the next higher level supervisor (reviewing officer), and finally reviewed and signed by the trial employee. The original form should be retained by the supervisor (rater), or the departmental HR Contact, for use at the time of the actual review, with a copy given to the trial employee for reference during the review period.

Step 2

Ongoing Performance Management – Coaching and Counseling

- ✓ The supervisor (rater) should provide ongoing performance feedback to transferred/reassigned/promoted employees throughout the review period. An unofficial mid-year review is recommended to assess progress, to correct any misunderstandings about expectations, and to encourage ongoing communications between the supervisor and the transferred/reassigned/promoted employee.

Step 3

Trial Period Performance Evaluation

- ✓ Each employee who has been transferred/reassigned/promoted shall be evaluated prior to the completion of a 6 month trial period in the position.
- ✓ If a transferred/reassigned/promoted employee does not receive a performance evaluation prior to the performance review date, the transferred/reassigned/promoted employee will receive a "Successful by Default" rating and obtain permanent status in the new classification.
- ✓ Once the transferred/reassigned/promoted employee has completed a successful trial period and obtained permanent status in a class, the transferred/reassigned/promoted employee retains permanent status in the class throughout the transferred/reassigned/promoted employee's continuous service.

- ✓ A performance evaluation form should be completed prior to the end of the 6 month period. The trial period may be extended up to 90 calendar days upon written notice to the transferred/reassigned/promoted employee prior to the end of the 6 month trial period.
- ✓ If the transferred/reassigned/promoted employee's review date is more than 90 days from the Universal Review Date, a short-year review should be completed. If the transferred/reassigned/promoted employee's review date is less than 90 days from the Universal Review Date, the transferred/reassigned/promoted employee's review will be automatically transitioned onto the Universal Review Date.
- ✓ A "Warning Notice of Substandard Performance" is not required during the 6-month trial period if 1) the employee is demoted to a position of the same pay band previously held by the employee or 2) the employee is downwardly reclassified to a position in the same pay band previously held.

Classified and Unclassified Staff Employees (Covered)

Step 1

Annual Performance Evaluation

- ✓ All classified and unclassified employees, covered by the State Employee Grievance Procedure Act, will have their performance evaluated annually after successfully completing the 12-month probationary period or the 6 month trial period (as applicable). The performance evaluation will occur on the Universal Review Date chosen by the division, college, or campus following a covered employee's short-year review.
- ✓ The annual performance evaluation may not be completed more than 90 days prior to the covered employee's performance review date.
- ✓ A covered employee on approved leave with or without pay for more than 30 consecutive workdays may have the performance review date advanced up to 90 days after those first 30 workdays.
- ✓ A covered employee who within 30 calendar days of his performance review date receives a "Warning Notice of Substandard Performance" shall have the performance review date advanced up to 90 days.
- ✓ If a covered employee does not receive an evaluation prior to the performance review date, the employee shall receive a "Successful by Default" rating. If the performance of a covered employee fails to meet successful expectations at any time during the evaluation period, the "Substandard Performance Process" must be followed. The process is detailed in policy HR 1.36 *Performance Evaluations for Classified and Unclassified Non-Academic Staff*.
- ✓ Should the review date advance, the covered employee may require a short-year planning stage and a short-year review period in order to move the employee back to the universal review date.

Step 2

Review with the covered employee within 4 weeks of their first day of employment:

- ✓ Position Description (PD) should be accurate and up-to-date, reflecting major responsibilities, essential job duties, and core performance characteristics. The covered employee and supervisor should review (and sign if it wasn't previously done) the Position Description (PD) and the original, signed document should be sent to Human Resources, Salary Administration.
- ✓ The supervisor should clearly communicate the division, college, or campus goals.
- ✓ Create the Planning Stage. The covered employee's job duties and success criteria, objectives, and performance characteristics for the next rating period will be discussed at this time. The supervisor (rater) and the covered employee should participate in drafting the planning stage document. The

next higher level supervisor (reviewing officer) and the supervisor (rater) should discuss the requirements of the coming year prior to completing the planning stage.

- ✓ Performance objectives shall be optional for all covered employees. An objective should be included when the employee is assigned a special non-recurring project or assignment that is not included on the employee's position description. Success criteria must be developed for each objective specifying the expectations of the supervisor (rater) for the employee to meet performance requirements.
- ✓ Assign each job duty or performance objective a numerical weight, written as a percentage of its importance to overall job success. The total percentage of all job duties combined with the total percentage of all performance objectives must total 100%. No more than 15% of the total may be allocated for performance objectives {i.e., job duties (85%) + performance objectives (15%) = 100% total combined numerical weight}.
- ✓ Once the planning stage is developed, the job duties, success criteria, performance characteristics, and objectives are written on the performance evaluation form. The form is completed and signed by the supervisor (rater), then reviewed and signed by the next higher level supervisor (reviewing officer), and finally reviewed and signed by the covered employee. The original form should be retained by the supervisor (rater), or the departmental HR Contact, for use at the time of the actual review, with a copy given to the covered employee for reference during the review period.

Step 3

Ongoing Performance Management – Coaching and Counseling

- ✓ The supervisor (rater) should provide ongoing performance feedback to employees throughout the review period. An unofficial mid-year review is recommended to assess progress, to correct any misunderstandings about expectations, and to encourage ongoing communications between the supervisor and employee.

Research Grant/Time-Limited Employees (Non-Covered)

Step 1

Review with the Research Grant/Time-Limited Employee within 4 weeks of their first day of employment:

- ✓ Position Description (PD) should be accurate and up-to-date, reflecting major responsibilities, essential job duties, and core performance characteristics. The probationary employee and supervisor should review (and sign if it wasn't previously done) the Position Description (PD) and the original, signed document should be sent to Human Resources, Salary Administration.
- ✓ The supervisor should clearly communicate the goals of the division, college, or campus.
- ✓ Create the Planning Stage. Using the *Performance Evaluation for Classified and Unclassified Non-Academic Staff*, the non-covered employee's job duties and success criteria, objectives, and performance characteristics for the next rating period will be discussed at this time. The supervisor (rater) and the non-covered employee should participate in drafting the planning stage document. The next higher level supervisor (reviewing officer) and the supervisor (rater) should discuss the requirements of the coming year prior to completing the planning stage.
- ✓ Performance objectives shall be optional for all employees. An objective should be included when the non-covered employee is assigned a special non-recurring project or assignment that is not included on the employee's position description. Success criteria must be developed for each

objective specifying the expectations of the supervisor (rater) for the non-covered employee to meet performance requirements.

- ✓ Assign each job duty or performance objective a numerical weight, written as a percentage of its importance to overall job success. The total percentage of all job duties combined with the total percentage of all performance objectives must total 100%. No more than 15% of the total may be allocated for performance objectives {i.e., job duties (85%) + performance objectives (15%) = 100% total combined numerical weight}.
- ✓ Once the planning stage is developed, the job duties, success criteria, performance characteristics, and objectives are written on the *Performance Evaluation for Classified and Unclassified Non-Academic Staff* form. The form is completed and signed by the supervisor (rater), then reviewed and signed by the next higher level supervisor (reviewing officer), and finally reviewed and signed by the non-covered employee. The original form should be retained by the supervisor (rater) or departmental HR Contact for use at the time of the actual review, with a copy given to the non-covered employee for reference during the review period.

Step 2

Ongoing Performance Management – Coaching and Counseling

- ✓ The supervisor (rater) should provide ongoing performance feedback to employees throughout the review period. An unofficial mid-year review is recommended to assess progress, to correct any misunderstandings about expectations, and to encourage ongoing communication between the supervisor and employee.

Step 3

Annual Performance Evaluation

- ✓ Although not governed by the *Performance Evaluation for Classified and Unclassified Non-Academic Staff* policy (HR 1.36), employees exempt from coverage under the State Employee Grievance Procedure Act (i.e., temporary, time-limited/grant, TERI, rehired retirees) should be given feedback using the *Performance Feedback Assessment for Non-Covered Employees* form or other feedback tool.

Useful Tips & Tools

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- ✓ In the month prior to the due date, Human Resources will send reminders to those divisions, colleges, and campuses that have EPMS Reviews due for their Trial Period and Probationary employees.
- ✓ In the month prior to the Universal Review Dates, the Office of Employee Relations in the Division of Human Resources will send reminders to those divisions, colleges, and campuses that have their Universal Reviews approaching.
- ✓ Employee Relations in Human Resources will send each division, college, and campus a report of “Successful by Default” at the conclusion of the 30-day Universal Review Date grace period.

Useful Tools

- ✓ Policy HR 1.36 *Performance Evaluations for Classified and Unclassified Non-Academic Staff*:
<http://www.sc.edu/policies/hr136.pdf>