Performance Management Program for Staff Employees
Not Covered by a Union
HR-08-90

About This Policy

Last Updated:
11-12-2021

Responsible University Administrator:
Vice President for Human Resources

Policy Contact:
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Scope

This policy applies to Exempt and Non-Exempt Non-Union (including PAO and PAU) staff.

Policy Statement

1. The university recognizes that effective two-way communication between managers and staff is necessary to create and maintain a productive work environment. Timely and meaningful feedback helps ensure mutual understanding of work responsibilities, performance expectations and fosters employee development.

2. All units are to develop and implement a participative performance management program to provide each employee with feedback, planning, and development objectives.

3. A performance management program developed under this policy is dimensionally different from performance appraisal, which focuses primarily on an annual evaluation form. Performance management, in contrast, emphasizes a continuous process of planning, communication, evaluation, and development.

Procedure

Objectives

1. A performance management program should meet the following objectives:
   a. Timely and effective feedback—to enhance two-way communication regarding all aspects of job performance.
   b. Goal and objective setting and future planning—to clarify job expectations and performance standards.
   c. Development—to plan, discuss, and implement professional development.

Components of a Performance Management Program

1. Activities undertaken as part of a performance management program should focus on the following:
   a. Defining and discussing the significant duties of the position
   b. Establishing work priorities
   c. Developing and discussing performance standards and reviewing performance with these standards
   d. Sharing ideas on better ways to do the job
   e. Addressing development needs

2. Performance management must be based on criteria and standards that reflect the unique requirements of each position. The focus must be on behaviors and outcomes rather than on personality characteristics.
3. A performance management program should provide a feedback process and specific feedback procedures consistent with unit needs. Employees will receive a copy of any document that is completed as part of this process. If the process includes written supervisory comments, employees will have the opportunity to include their written statements.

4. Performance feedback sessions should be ongoing and frequent and initiated by either the supervisor or the employee.

5. Indiana University Human Resources is available to assist campuses and units in developing and implementing a performance management program through consultation and training.

6. A performance management program is not corrective action as defined in the Corrective Action policy, nor does the absence of a program affect the ability to take corrective action. Performance problems identified in a performance management program that are not corrected may be considered in determining whether to take corrective action.

7. Disagreements about a performance management program, including the degree of formality or informality in which a program may be applied, are not subject to the Problem or Grievance Resolution. Any such disagreements should be addressed in consultation between the employee and the management of the unit.

**Sanctions**

Managers, supervisors, and employees who violate this policy are subject to disciplinary action, up to and including termination.

**History**

**November 2021**
IU HR completed a full and substantive review to assess the ongoing need and effectiveness.

**February 2021**
Updated the staff employee group terms due to Job Framework Redesign.

**Related Information**

Performance Management at IU