

HUMAN RESOURCES

Revised: 04/30/03
Reviewed and Updated 11/11/10

Policy Statement 3: Performance Management

Performance Management Program

1. Purpose

To establish a Policy for implementing and managing the Performance Management Program within East Carolina University. Such a Policy shall have a variety of purposes such as:

To ensure a means by which employees and their supervisors can:

a) establish individual core work values, job responsibilities/duties, competency assessments, expectations of performance and behavior, and development plans; b) monitor progress and receive feedback on the accomplishment of such core work values, job responsibilities/duties, competency assessments, performance, behavior, and development; c) receive a fair and equitable appraisal of work performed and recognition for performance which exceeds expectations; and d) provide skill training to achieve these goals and enhance supervisory/management effectiveness.

2. Policy

East Carolina University accepts and endorses the commitment of North Carolina State Government to the Performance Management Program. The following Policy and procedures were developed in compliance with the policies adopted by the State Personnel Commission. The Performance Management System may be used for, but not limited to, the following:

- a. Establishing a link between the employee's work assignment and the purpose and goals of the work unit/department;
- b. Measuring all employees' performance by comparing the actual results to the expectations;
- c. Documenting the amount of improvement since the last appraisal;
- d. Rewarding employees who exceed expectations;
- e. Motivating employees to achieve outstanding performance;
- f. Making fair and equitable personnel management decisions;

- g. Enhancing communication between the employee and the supervisor as well as between the supervisor and the manager; and
 - h. Establishing, monitoring progress toward, and evaluating organizational goals by top management.
3. People Admin System

The People Admin System is an on-line software program <https://ecu.peopleadmin.com/userfiles/jsp/shared/frameset/Frameset.jsp?time=1289486495657> designed to save time and money. It saves supervisors time with the process of developing, editing and tracking job descriptions and evaluation ratings of employees. The People Admin System also provides a mechanism for employees to access their core work values, job responsibilities/duties, competency assessments, expectations of performance and behavior, and evaluation information throughout the appraisal cycle.

4. Performance Management Process

The Performance Management process is not a single event, but a three-part process: a) planning, b) managing, and c) appraising, which occurs on a twelve month cycle.

a. Planning

At the beginning of the work cycle or at the start of employment, the supervisor and employee shall meet to discuss the core work values, job responsibilities/duties, employee expectations, and competency assessment. The purpose of the planning meeting is to discuss and record the employee's performance expectations, behavior and skills, and the methods and sources for measuring these results. There must be mutual understanding between the supervisor and the employee of the performance expectations that would equate to "Unsatisfactory," "Exceeds," and "Outstanding" levels of performance.

b. Managing

Managing is the day-to-day monitoring or tracking of an employee's progress toward achieving the performance expectations established during the planning meeting. The employee and the supervisor track performance using the sources and the frequency of these sources as agreed upon by both the employee and supervisor. The interim review and other feedback which is given to the employee through coaching and reinforcement is a part of the managing process.

Two essential elements of effective managing are the coaching and reinforcement of employees. Coaching and reinforcing should be continuous throughout the entire cycle. This provides both positive and constructive feedback to the employees in an appropriate manner.

c. Appraising

At the end of the work cycle, every supervisor shall meet with each employee to discuss the employee's performance and record the actual results for each core work value, job responsibility/duty, and competency assessment. After a rating has been given in each area, an overall summary rating is determined for both the performance rating, and the competency rating. The overall ratings are to be discussed with the employee. The supervisor must write summary statements supporting the overall ratings.

5. Procedures

- a. All Divisions within East Carolina University will be on a consistent work cycle and use a standard Performance Management Program using the online People Admin System provided by the Department of Human Resources. The work cycle will begin April 1 and end on March 31 of the following year. The North Carolina Rating Scale will be adopted by East Carolina University and will be used consistently by departments.
- b. Each employee reviews and certifies their core work plans, job responsibilities/duties, and competency assessments, as well as certifies to abide by the employee expectations of the university.
- c. It is the supervisor's responsibility to explain the Performance Management Process to the employee so that the employee understands the importance of his/her role in the organization. At the beginning of each cycle, each employee shall be informed by the supervisor of the University's rating scale. An interim review meeting shall be performed with each employee by his/her supervisor near mid-cycle.
- d. The People Admin System is maintained in an on-line historical file. These files can be obtained by Human Resources, the supervisor, and the employee at any time.

6. Developing a Performance Evaluation & Competency Assessment (PE&CA)

- a. The People Admin System is an on-line automated system designed to save supervisors time and to assist them with the development of effective job descriptions. The People Admin System can be accessed at <https://ecu.peopleadmin.com/userfiles/jsp/shared/frameset/Frameset.jsp?time=1289486495657>.
- b. Each employee shall have a PE&CA developed at least on an annual basis. The PE&CA consists of: Employee Expectations, Core Work Values, Performance Evaluation (job responsibilities/duties), and Competency Assessments. Also included will be Overall Ratings, and Career Development.
 1. Employee Expectations exhibit appropriate conduct and comply with established ECU policies and procedures.
 2. Core Work Values encompass those values/attributes that each ECU employee should possess to properly accomplish the job responsibilities/duties. ECU combined dimensions from the dictionary and combined them into a consistent set of Core Work Values that would provide consistency between evaluation and expectations.
 3. Performance Evaluation is a specific course of action outlining the significant responsibilities/duties of an employee's job. Each employee's

performance evaluation shall include a measure of the ongoing aspects of an employee's job, and any special one-time projects and/or goals. Job responsibilities/duties should cover the major portions of the job being done that warrant the time required to document actual performance. All responsibilities assigned must be under the employee's control and able to be achieved by the employee without any conditional constraints. Ideally, a job description would list responsibilities/duties in priority order.

4. Competency Assessments are the behaviors/skills needed to perform the task effectively, (knowledge, skills, and abilities).

7. Determining Performance Expectations

- a. The supervisor is responsible for assuring that expectations for all jobs within his/her work unit are consistent and equitable and under the employee's control. The supervisor's manager must see that the expectations for similar jobs across all units reporting to him/her are consistent and equitable. The manager's signature on the PE&CA shall be evidence that the supervisor's expectations are consistent and equitable and that he or she agreed with the job description.
- b. At the beginning of the work cycle, the supervisor and employee shall meet to determine performance expectations. Expectations are the [objective measure of] results and criteria which describe specifically how performance is to be measured throughout the cycle. They also serve as the basis of discussion during the interim and final appraisal sessions. Expectations must include one or more critical indicators [that measure the behavioral aspects of the job as well as the product or result]. Indicators to use in writing aspects of job responsibilities/duties being measured are descriptions of quality, quantity, timeliness, and cost. Performance expectations shall be written on the job description at the "Meets Expectations" level. The supervisor must also inform the employee what criteria (using the same measures) would meet the unsatisfactory and the outstanding levels of performance. The supervisor may involve the employee in the job description development, but retains authority with consent of the manager, for determining and approving expectations. Performance expectations must be reviewed and updated at least annually.
- c. Standard job descriptions are expectations written at each level of the rating scale. Standard job descriptions are useful when a group of employees are in the same position and have similar responsibilities and duties to insure all employees are appraised in a consistent manner. Standard job descriptions for classifications where five or more employees have the same or similar responsibilities should be developed through group process job analysis. Supervisors of positions where two, three, or four employees perform the same or similar work should develop standard job descriptions to ensure that these employees are being evaluated by the same criteria.
- d. During the development of the job description, supervisors should discuss with the employee the priority of job responsibilities/duties to indicate the relative importance of one responsibility/duty as it compares to the others as well as to the overall job. The supervisor should list the responsibilities/duties in priority order

on the job description. The supervisor will communicate the sources used to measure performance for each responsibility/duty.

- e. An employee's failure to maintain adequate work habits, such as attendance or ability to work well with others, may have an impact on the overall performance of an employee. Work habits that affect an employee's overall performance rating shall be discussed with the employee during the development of the job description and during the interim review if necessary. The supervisor will clearly communicate what are acceptable or unacceptable performance and/or behaviors in these areas and how poor performance in these areas will impact the overall rating. Although these unacceptable performance/behaviors are discussed during the development of the job description, the final appraisal should not be used in lieu of disciplinary action.
- f. If changes are made in the job description during the work cycle, the changes must be certified by the employee, the supervisor, and the manager before they are effective.
- g. The Core Work Values of each manager and each supervisor must include the responsibility for managing and appraising the performance of each of their respective employees in accordance with ECU's Performance Management Program policy and procedures.
- h. When the job description is completed, it should be reviewed by the supervisor's manager to insure that the responsibilities are written at a "Meets Expectations" level and the expectations are reasonable and equitable. After review, the job description is to be reviewed and confirmed by the employee, the employee's supervisor, and the manager. The supervisor saves the original to be used for the appraisal in the on-line People Admin System.
- i. Probationary employees shall have a job description established within 30 calendar days from the date of employment. A performance appraisal must be completed before an employee can obtain permanent status. A Probationary PE&CA should be submitted on-line using the People Admin System as well as submitting the Probationary Appointment Progress Report requesting permanent status.
- j. Employees whose responsibilities and duties are changed by a lateral move or promotion shall have a new job description established within 30 calendar days of the new assignment.

8. Development Plan

- a. A development plan may be used as appropriate to document an employee's needs, interests, and activities to enhance the work assigned to that employee. The Career Development section of the on-line People Admin system provides a space to document action needed to improve the employee's performance, and/or any growth opportunities in which the employee is participating. Development activities must be planned when the job description is established and updated as needed during the work cycle. Employees may elect not to participate in this type of development, but should be encouraged for the benefit of the organization as well as to the employee.

- b. In addition, the Career Development section shall be used if an employee has performed below the "Meets Expectations" level as documented on the last interim review or if a poor work habit has affected the overall summary on the most recent performance appraisal. The development plan shall specify action needed to improve the employee's performance, behavior, core work values, and/or competency assessment, including the steps an employee should take to gain the knowledge or skills needed to improve. This plan shall also clearly indicate the steps the supervisor should take to assist the employee in achieving the needed knowledge or skills.

9. Holding The Interim Review

- a. Each supervisor should meet with each employee at least one time near the mid-point of his/her work cycle for an interim review of progress. The purpose of this meeting is to discuss the employee's progress toward each of the established expectations and to initiate action toward improvement, if needed, and/or to reinforce and document exceptional achievement. Since the review is intended to be informal in nature, the supervisor should document only the date the meeting took place, the topics discussed, and any additions/deletions to the job description. The supervisor should communicate, to the employee, the overall level of the employee's performance to date. Expectations which cannot be met as recorded (due to circumstances beyond the employee's control) should be eliminated from the job description or rewritten to reflect changes in priorities or to explain obstacles which are beyond the employee's control. If an employee's performance is not progressing as expected at the interim review, the supervisor shall document results and behaviors referencing any of the rating scale levels of "Below Expectations" performance or "Unsatisfactory," and the supervisor and employee shall develop a plan to improve the employee's performance which will include at least one review prior to the final performance appraisal.
- b. To be most effective, supervisors and managers need to model desired behaviors and coach employees by providing feedback on the employee's performance throughout the cycle. Feedback is a two-way process allowing vital information about the job to flow back and forth between the supervisor and the employee. Employees and supervisors are encouraged to provide information and documentation such as samples of work, work products, notes on observations, and feedback in support of established performance activities or responsibilities. It is the employee's responsibility to keep the supervisor informed as changes occur so that expectations can be met as planned or the expectations adjusted based upon circumstances beyond the employee's control. Supervisors should also use positive reinforcement liberally throughout the cycle to reinforce achievements, deadlines, expectations achieved, and any other result that is at a "Meets Expectations" level of performance or better. Positive reinforcement, when used properly and consistently, increases the likelihood that the behavior being rewarded will occur again and enhances the employee's self esteem.

10. Conducting The Performance Appraisal

- a. At the end of the work cycle, the supervisor shall meet with each employee to review the employee's actual performance as it compares to established

expectations. During the performance appraisal, the supervisor shall communicate and explain the rating for each expectation to the employee. Specific performance documentation should be indicated to justify a rating above or below the "Meets Expectations" level for each performance expectation.

- b. Overall performance and competency will be communicated so that each employee is told how he/she performed his/her job throughout the work cycle and an overall rating given which coincides with one of the levels of the approved rating scale. Summary statements by the supervisor supporting the overall ratings shall be included. Employees shall have the opportunity to comment, in writing, on their evaluation. The performance appraisal summary shall be confirmed by the employee, the employee's supervisor and the supervisor's manager. An employee's confirmation does not necessarily imply agreement with the overall performance review but indicates that the ratings have been discussed with the employee and that the performance appraisal review has taken place. Should the employee refuse to confirm the evaluation, then the supervisor shall procure a creditable witness and document on the evaluation that the appraisal was performed in the presence of the employee and that the employee refused to confirm the evaluation. The witness shall sign a document as to this fact.
- c. Prior to the final appraisal session, the supervisor and the supervisor's manager shall reach a general agreement on the performance and competency ratings for each employee. The supervisor will determine if and how the quantity and/or priority of any job performance, behavior, or competency ratings will affect the overall summary ratings.
- d. Final appraisals for a given year and work plans for the following year shall be completed by no later than May 31 of each year. PE&CAs for the following year shall be completed by the end of June of each year.

11. North Carolina Rating Scale

The following rating scale shall be used by all supervisors and managers employed with or representing East Carolina University to determine an employee's progress toward achieving their performance expectation:

a. Outstanding Performance

Performance is far and above the defined job expectations. The employee consistently does outstanding work, regularly going far beyond what is expected of employees in this job. Performance that exceeds expectations is due to the effort and skills of the employee. Any performance not consistently exceeding expectations is minor or due to events not under the control of the employee.

b. Exceeds Expectations Performance

Performance meets the defined job expectations and in many instances exceeds job expectations. The employee is generally doing a very good job. Performance that exceeds expectations is due to the effort and skills of the employee.

c. Meets Expectations Performance

Performance meets the defined job expectations. The employee generally performs according to the expectations doing a good job. The employee is doing the job at the level expected for employees in this position. The good performance is due to the employee's own effort and skills.

d. Below Expectations Performance

Performance meets some of the job expectations but only partially meets the remainder. The employee generally is doing the job at a minimal level, and improvement is needed to fully meet the expectations. Performance borders on or approaches a good job. Lapses in performance are due to the employee's lack of effort or skills.

e. Unsatisfactory Performance

Performance generally fails to meet the defined expectations or requires frequent, close supervision and/or the redoing of work. The employee is not doing the job at the level expected for employees in this position. Unsuccessful job performance is due to the employee's own lack of effort or skills.

12. Eligibility For Performance Appraisal

- a. Employees having full time or part time (half-time or more) appointments are eligible for performance evaluations. Below are some special cases which may arise with regard to performance evaluations.

(1) Probationary Period

Probationary employees shall have a PE&CA established within thirty calendar days from the date of employment. A performance appraisal shall be conducted using the on-line People Admin system at the end of the probationary period and the Probationary Appointment Progress Report submitted to the Human Resources Department in order to place the employee in a permanent status.

The Probationary Period shall not be counted as part of the work cycle. Full or part time employees (half-time or more) will be eligible for performance evaluations the first work cycle in which they work six months or more of the work cycle. For example, an employee who achieves permanent status in October will be eligible for a performance evaluation when the cycle ends in March; however, if permanent status is achieved in November, only five months of permanent status work was completed, so the first time the employee will be eligible for a performance evaluation will be the following March.

(2) Change in Duties

Employees whose responsibilities and duties are changed either within their current position or by transfer (lateral, promotion) shall have a new PE&CA established within thirty days of the new assignment.

(3) Employee Transfer

A Performance Appraisal shall be completed for employees who transfer within state government, prior to their last day of work. The performance appraisal and summary transfer form must be placed in the employee's personnel file and sent to the receiving unit. The employee, supervisor, and supervisor's manager shall certify the appraisal.

A transferred employee is eligible for a performance evaluation at the end of the new work unit's performance management cycle. When the transferred employee arrives in the new unit, the supervisor may consider the level of performance documented in the appraisal from the previous unit along with the current performance level in the new unit in determining the appropriate combined rating for the performance appraisal.

(4) Change In Supervisor

To provide continuity and consistency of treatment when a supervisor changes, the next level manager and supervisor shall agree on each employee's progress toward their PE&CA and be certified by the employee, supervisor, and manager or; the supervisor may complete the appraisal on each employee prior to leaving the work unit. The new supervisor or manager will review, update and certify, if necessary, the PE&CA as needed during the rest of the work cycle.

(5) Leave With Pay

Employees who were or who are on leave with pay during a work cycle may receive a performance evaluation if they have worked at least six months of the current work cycle.

(6) Leave Without Pay

An employee, who has been on active work duty for six months (180 days) of the work cycle and is on leave without pay on the date performance evaluations are performed, may receive the performance evaluation on the date of reinstatement if the work cycle has been completed. If an employee has been on active duty for over six months (180 days) and is anticipating going on leave without pay, it is advisable to evaluate the employee prior to separation. This would provide management the opportunity to anticipate the recommended increase for the employee if awards are being determined.

(7) Workers' Compensation

Employees on Workers' Compensation are eligible for a performance evaluation if they were on active duty and performing their regular duties for at least six months (180 days) of the work cycle. If an employee returns to work and performs lighter duties than outlined in their original job description and these lighter duties are expected to last less than 90 days, then the physician's written description of lighter duties will serve as an amendment to the employee's PE&CA. If lighter duties are expected to be in effect longer than 90 days, then within thirty days, the job description shall be renegotiated and updated to reflect these lighter duties.

13. Notification

Supervisors shall inform employees of the results of their ratings and their right to seek a review of their overall performance and competency ratings at the time the overall summary ratings are communicated. Employees wishing to dispute a performance review should follow the procedures outlined in the East Carolina University Grievance and Appeal Policy for Employees Subject to the State Personnel Act (SPA).

14. Education and Training Program

- a. One key to successful management of and participation in a performance management program is supervisory training. The success of a performance management program has been directly linked to the skill level of supervisors. These skills include developing and communicating performance expectations, documenting performance information, providing feedback to and requesting input from employees, accurately rating employee performance and competency, and the interpersonal skills required throughout the performance management process. Training is the primary avenue for enhancing these skills.
- b. East Carolina University recognizes the need for comprehensive training to implement a fair and consistent Performance Management Program. All supervisors and managers who are required to sign an SPA or Clinical Support Staff (CSS) employee's evaluation form will participate in Performance Management Skills Training. New supervisors and managers to ECU who are required to evaluate SPA or CSS employees, whether promoted or hired, will participate in ECU sponsored Performance Management Skills Training within one year of promotion or hire. While including the new supervisor/manager in the process, their immediate manager is responsible for conducting the Performance Management Program activities of their unit until such time as the new supervisor/manager has completed the Performance Management Skills training. Training will be offered by the Department of Human Resources on a regular basis to supervisors who are newly promoted or hired. It will be the responsibility of the division head to assure that all supervisors and managers receive this training within the time frames outlined in this policy.
- c. Exempt from the Personnel Act (EPA) supervisors and managers will be offered the same training as SPA and CSS supervisors but will not be required to attend.

It is recommended that EPA supervisors and managers attend this training. Where possible, Human Resources will provide alternative training programs for these EPA staff.

15. Relationship of Performance Management to Other Human Resource Systems

- a. Performance Management is an integral part of the total management of East Carolina University. Information obtained during the Performance Management process concerning individual employees or from specific units of the organization shall be a consideration in making other personnel management decisions. In fact, connections with other systems indicate the effectiveness of the Performance Management Program. From the organizational perspective, information obtained from performance appraisals must influence selection, staffing, discipline, training, and development.
- b. Performance appraisal information is only one consideration in making other personnel decisions such as promotions, all performance based disciplinary actions, performance salary increases, developmental training, and reductions in force. Since the job description does not cover 100% of the job, disciplinary actions must be documented when they occur and must be considered in the overall ratings as outlined above. Personnel policies dealing with these actions also require consideration of other variables; therefore, performance appraisals alone cannot determine such decisions. Performance appraisals should not be used as a substitute for appropriate disciplinary action.
- c. In order to achieve consistency in personnel administration, the following conditions must be met:
 - (1) A current (within the last 12 months) Performance Evaluation & Competency Assessment Summary shall be in the on-line People Admin System for an employee before any of the personnel actions listed above can be in effect;
 - (2) Any proposed personnel action as mentioned above shall be consistent with the overall ratings of the employee's performance and competency; and
 - (3) In cases in which the proposed personnel action appears inconsistent with the current overall ratings, a written justification shall be requested by the Department of Human Resources to accompany the recommendation.

16. Responsibilities

- a. Chancellor

The Chancellor shall be responsible for bringing all units into full compliance with the policy by October 1, 1993. The Chancellor shall be responsible for assuring that the necessary resources are available to conduct and administer the East Carolina University Performance Management System.
- b. Vice Chancellors
 1. The Vice Chancellor of each division shall be responsible for bringing all units within their purview into full compliance with the university's

Performance Management System. The Vice Chancellor is responsible for encouraging his/her managers' activities in the performance management system by providing guidance and support throughout the process, reinforcement for positive behaviors and outcomes exhibited by the manager or the manager's work unit, and coaching to correct any deficiencies as they occur. It shall be the responsibility of each Vice Chancellor to submit an annual report to the Department of Human Resources.

2. The Vice Chancellor of each division shall be responsible for imposing sanctions against managers and supervisors under their purview in which inadequacies or system implementation deficiencies exist. Sanctions shall be of such nature as to ensure that no employee within their purview is penalized or excluded from receiving an appraisal.
3. To assure that each employing unit is prepared to carry out the provisions of the Performance Management System effectively, it will be the responsibility of each Vice Chancellor to assure that each manager and supervisor within their purview who supervises SPA and CSS employees attends any performance management training which is presented with the endorsement of the Department of Human Resources, thus providing the basis of skills needed to achieve an operable Performance Management System.
4. Each Vice Chancellor will be responsible for assuring that all SPA and CSS employees within their division are evaluated fairly.
5. In addition to directly supervising their managers, the Vice Chancellors of each division shall assure that each supervisor and manager within their purview has a part of their Core Work Values the responsibility to carry out the Performance Management System and comply with this Policy.

c. Managers and Supervisors

1. At the beginning of each Performance Management cycle, supervisors/managers must hold meetings with each employee to determine performance expectations. These meetings must include:
 - (a) An explanation of the Performance Management Process;
 - (b) A discussion of the employee's current responsibilities and the expectations that describe the successful completion of each job duty and competency;
 - (c) A PE&CA from a current position description that is maintained in the on-line People Admin System;
 - (d) An explanation of the North Carolina rating scale and percent ranges;
 - (e) A discussion of the development plan for that employee.
2. At least one interim review must be held with each employee at the midpoint of the cycle and must be documented by reasons why specific

expectations cannot be met, a plan established to overcome deficiencies, and a date the review occurred.

3. Performance Appraisal discussions must be held with each employee at the end of the Performance Management cycle. Supervisors and managers should discuss the performance and competency ratings of employees prior to the final appraisal discussion. Ratings for each core work value, job responsibility/duty, and overall performance and competency ratings must be communicated and explained to the employee.
4. Supervisors are also responsible for consistency of Performance Management, specifically;
 - (a) Seeing that expectations of all similar jobs within their purview are consistent and equitable;
 - (b) Evaluating each employee fairly;
 - (c) Providing appropriate justification to support decisions of competency levels;
 - (d) Assuring all expectations are equitable and within the employee's control;
 - (e) Maintaining competency in the Performance Management Program by attending Performance Management Training programs offered by the Department of Human Resources.
5. Each supervisor/manager will conduct at least one staff meeting with their employees shortly after the work plans have been completed. At this meeting, the supervisor will communicate the unit mission, the unit goals, unit strengths and weaknesses, and the past work cycle accomplishments. This meeting is to help employees better understand their role in the unit and the role of their unit to the mission and goals of the organization.

d. Employee Responsibilities

1. Employees are not without responsibilities in the East Carolina University Performance Management Program. Employees are responsible for:
 - (a) Meeting with supervisors to provide input in the determination of performance expectations;
 - (b) Collecting performance documentation such as samples of work or work products in support of established performance activities and responsibilities;
 - (c) Keeping the supervisor informed as changes occur so that expectations can be met as planned or the expectation adjusted based upon justifiable circumstances;
 - (d) Discussing with their supervisor and if necessary documenting in the on-line People Admin System in the comment section provided, their need to disagree about the PE&CA, the interim review or the final appraisal.

17. Sanctions

- a. It is the intent of East Carolina University to support managers and supervisors in the implementation of this Policy by providing the training opportunities, support and feedback on their performance in the Performance Management Program. Because Performance Management is a major responsibility of all supervisors and managers for which they will be held accountable, this responsibility shall be included in each supervisor's and manager's Core Work Values.
- b. The failure of a supervisor or manager to carry out the Performance Management Process in accordance with this Policy usually will be addressed by, but not limited to, a performance deficiency. It can result in one or more of the following actions:
 1. Coaching from the immediate supervisor and assignment to skills enhancement training; and/or
 2. Management may choose to give the immediate supervisor an overall rating of "Below Expectations Performance," or "Unsatisfactory Performance"; or
 3. Possible dismissal on the grounds of job performance or personal conduct in accordance with East Carolina University Disciplinary Policy.

18. Employee Rights To Appeal

Any permanent SPA employee of East Carolina University having a grievance arising out of an unsatisfactory performance appraisal shall follow the procedures set forth in the EAST CAROLINA UNIVERSITY MEDIATION AND GRIEVANCE POLICY FOR EMPLOYEES SUBJECT TO THE STATE PERSONNEL ACT.

Please note:

- For grievances involving overall evaluation ratings, the Chancellor's decision is final and cannot be appealed further.
- For CSS employees, the performance appraisal is not a grievable issue.