Introduction and Purpose

Lincoln University (“University”) believes that employing the most suitable candidates to fill positions contributes to the overall success of the University. Each employee of the University, while in an active employment status, is expected to perform at their best and highest level, meet or exceed performance expectations and/or objectives, and make significant contributions to the success of the University. To that end, the purpose of this policy is to set forth the basic principles and establish a standardized process for performance management and evaluation of all employees, to promote improvement in their respective functions, to recognize exceptional performance, to address sub-standard performance, and ultimately, to bring continued improvement and enhancement in the delivery of education and support services.

1. Policy

1.1 Performance management and evaluation shall be an ongoing process of communication between the supervisor and the employee, focused on helping the employee achieve his or her best workplace results. The accountability of all employees for the educational advancement of the students and University operations is critical to the continued success of the University. As such, it is the policy of the University to have a fair and consistent method by which to evaluate and appraise the performance of personnel at all levels.

1.2 Evaluation of employee performance shall be conducted by administrators including University President, Vice Presidents, Directors, Deans, Department Chairs, Managers and Supervisors, for, but not limited to, the following purposes:

a. Clarification of performance goals, measurements and expectations;
b. Provide Supervisors a better understanding of their employees' work potential;
c. Documentation of an official record of each employee's growth in terms of job skills, education, and experience;
d. Help avoid any perception of favoritism in the treatment of employees;
e. Motivate employees to perform at high levels;
f. Encourage an atmosphere of cooperation and two-way communication between administrators and employees which will support and foster effective evaluation processes;
g. Provide information to be used in decision-making process pertaining to employee training and professional development; and
h. Provide justification for making judgments about personnel actions.

1.3 Periodic reviews of an employee’s job performance provide essential information regarding the employee’s progress in meeting job expectations and career development objectives. Accordingly, the University encourages, but does not require, frequent informal and formal performance-oriented conversations between the employee and his or her supervisor. Additionally, the University encourages employees and their supervisors to establish career objectives that will further the mission and purpose of the University.

2. **Performance Evaluation Administration**

2.1 Generally, Administrators will complete an official performance evaluation for employees who are regular full-time and regular part-time reporting directly to them at least annually or as stated in the employee’s applicable Collective Bargaining Agreement (“CBA”). The Administrator shall record the performance ratings and provide comments or supporting documents to justify such ratings other than “Meets Expectations” on the approved form. Additionally, the Administrator will generally conduct a scheduled performance evaluation meeting with his/her employees on or before June 15th of each fiscal year.

2.2 The Office of Human Resources (“HR”) has the authority to maintain and distribute procedures to administer the performance evaluation process for all employees, including but not limited to: Distributing performance evaluation schedules, approved forms, and guidelines for performance evaluations and improvement planning purposes.

2.3 Employees having comments, questions or concerns regarding their performance evaluation should submit all communications in writing to the next level of administration along with a copy of their performance evaluation.
3. **Substandard Performance**

3.1 When an employee’s performance is substandard and has been rated as “needs improvement” (marginal) or “unsatisfactory” (unacceptable), appropriate personnel action, at the discretion of the University, will be administered by the employee’s Supervisor in conjunction with HR.

3.2 The University may, in its discretion, implement a performance improvement plan for the employee prior to taking adverse personnel action. The University, however, has the right, subject to the requirements of any applicable CBA, to take adverse personnel action without providing a prior opportunity for a performance improvement plan in the event that the University determines, in its discretion, that under the circumstances such improvement plan is not warranted in view of the severity of the substandard nature of the employee's performance, or that such a plan is unlikely to be successful, or that such a plan is otherwise not in the best interests of the University.

4. **Dissemination of Enforcement of Policy**

4.1 This Policy shall be made available to all employees within the University and published on the University’s Internet website.

4.2 The University President, each Vice President, Director, Dean, Manager, Department Chair, or Supervisor shall ensure the enforcement of the Policy within his or her assigned area(s) of oversight.

**Reference**

*Policy HRM 117: Termination of the Employment Relationship*

**Questions regarding this Policy may be directed to:**

*The Office of Human Resources*
*1570 Baltimore Pike*
*Lincoln University, PA 19352-0999*
*484-365-8059*
*hr@lincoln.edu*