

UNIVERSITY OF SAN DIEGO

STAFF EMPLOYEE PERFORMANCE MANAGEMENT PROGRAM

Mission Statement

The University of San Diego is a Roman Catholic institution committed to academic excellence, advancement of liberal and professional knowledge, creation of a diverse and inclusive community, and preparation of learners dedicated to ethical conduct and compassionate service.

Core Values

The University of San Diego expresses its Catholic identity by witnessing and probing the Christian message as proclaimed by the Roman Catholic Church. The University promotes the intellectual exploration of religious faith, recruits persons and develops programs supporting the University's Mission, and cultivates an active faith community. It is committed to the dignity and development of the whole person. The Catholic tradition of the University provides the foundation upon which the following Core Values support the Mission: Academic Excellence, Knowledge, Community, Ethical Conduct and Compassionate Service.

Performance Management

The University of San Diego values the contributions of all employees and strives to provide an environment where those contributions can be acknowledged. To that end, employee performances should incorporate the Core Values of the Mission in the performance of their responsibilities. Regular and open communication between employees and supervisors is required to provide the necessary information to ensure that each employee has the opportunity for success on the job.

Performance Expectations

The University expects a high level of performance, professionalism, and accountability from each administrative and staff member. Communications between a manager and employee regarding performance-related issues should occur on a regular basis and during the formal performance review, including a plan for the employee's development conducted annually.

Coaching and Counseling

Managers are encouraged to coach and counsel employees regarding their performance on a regular informal basis. Managers should give feedback and counseling particularly when an employee exceeds job expectations and when an employee falls below performance expectations. Counseling should be documented in writing and kept in the manager's files for future reference.

Employees are encouraged to ask questions and request guidance from their supervisor whenever needed. If for any reason an employee's responsibilities and performance are of concern, the employee should seek information and guidance from their manager. If the manager is not responsive, the employee should use the chain of command and if not successful, consult with Human Resources Employee Relations.

Corrective Action

When coaching, counseling, and a development plan fail to assist the employee to achieve the expected level of performance, or when behavior or conduct is severe enough to require immediate corrective action, the University expects the manager to confer with Employee Relations regarding a Progressive Discipline Plan or a Disciplinary Action.