



(SECTION 800) EMPLOYEE PERFORMANCE AND CONDUCT

801 PERFORMANCE POLICY

Kennesaw State University supports a consistent, continuous and communicated performance management process. As required by Board of Regents policy, a formal, written performance evaluation is to be completed at least once every fiscal year. The performance evaluation must include an evaluation of the employee's adjustment, capability, productivity, efficiency and potential for departmental and institutional development. Merit-based compensation should be based upon performance as measured by the performance evaluation instrument.

802 PERFORMANCE EXPECTATIONS

Supervisors are required to provide employees with a job description, related performance expectations, and a copy of the evaluation instrument. The job description should be reviewed with the employee to ensure that it accurately reflects current responsibilities and expectations. The Kennesaw State University Performance Evaluation Form should be used by the evaluator in evaluating his/her direct staff.

803 PERFORMANCE EVALUATIONS

The job performance of each Kennesaw State University staff member should be appraised:

- During the provisional period (first six months of employment) for new University employees; and
- Once a year for Regular Classified Employees outside of their provisional period

Performance Evaluation Forms are available on the Human Resources website. Completed evaluations, signed by two levels of supervision (immediate and secondary) and the employee, are to be submitted to



Human Resources and will become part of the employee's personnel record.

Employees have 30 days from the date of signature on the evaluation to include any comments with the evaluation.

803.1 Interim Evaluation

Supervisors are encouraged to give continuous and ongoing feedback to employees as it relates to their performance. Supervisors are also encouraged to conduct at least one interim performance evaluation during the evaluation period. This evaluation does not have to be formal, but should provide feedback to recognize and reinforce positive performance, to identify areas needing improvement and to develop an improvement plan when necessary.

The annual performance evaluation should not be the first and only time each year that an employee hears feedback on his/her performance.

804 CONDUCT GUIDELINES

Each employee is responsible for their own behavior. Common sense, good judgment, cooperation and appropriate personal behavior are required of all Kennesaw State University employees.

804.1 Examples of Inappropriate Conduct

Across Kennesaw State University, there are areas of common conduct that are unacceptable. The following are examples of inappropriate behavior:

- Falsification of work, job duties or records
- Working under the influence of alcohol or an illegal substance
- Inappropriate handling or disclosure of confidential information or records
- Submission of falsified claims under the University's medical or other benefit plans
- Excessive absenteeism or lateness
- Sleeping on the job



- Failure to maintain professional standards or conduct with clients, co-workers and students
- Neglect of duty or failure or refusal to perform job-related duties and assignments
- Illegal manufacture, possession, use, sale or distribution of drugs, or use of alcoholic beverages on University premises
- Refusal to cooperate with a Kennesaw State investigation
- Larceny, misappropriation or unauthorized possession or use of property belonging to Kennesaw State University or any employee or visitor
- Creating unsafe conditions or contributing to such conditions by act of omission
- Misappropriation of departmental or organizational funds
- Unauthorized possession, copying or use of the University records to unauthorized persons
- Threatening, intimidating, harassing or coercing of another employee
- Gambling on University premises or while engaged in University business
- Violation of the University non-discrimination or sexual harassment policy

The conduct listed above is not an exhaustive list of inappropriate conduct. In addition, employees participating in such conduct will be subject to disciplinary action including termination. In cases of inappropriate conduct supervisors may immediately suspend the employee, send them home or contact Public Safety. Supervisors may not terminate an employee without Human Resources approval.

804.2 Progressive Discipline

The Progressive Discipline process is designed to be constructive and corrective and to promote employee success. It gives employees the information necessary to understand what aspect of work performance, attendance and/or behavior is unacceptable, identifies the improvements that are expected and provides the opportunity for employees to demonstrate the expected improvements. The goal is to improve performance, attendance or behavior of employees and to assist employees



in taking ownership of their performance, attendance or behavior.

It is the responsibility of the employee to adhere to the expectations outlined by the supervisor and by the university.

It is recommended that all employees be provided an opportunity to go through the progressive discipline process; however, there may be circumstances that warrant immediate termination. In addition, there is no required number of instances that a supervisor must warn or reprimand an employee before termination is warranted.

804.2a Progressive Discipline Steps

It is recommended that department management document all steps of the corrective discipline process as they occur, as well as warnings of further corrective action if the unacceptable performance and/or behavior is not corrected. In each step, department management is advised to state the next step to be taken if the performance does not improve. However, in cases of serious misconduct, the employee may be immediately terminated or suspended from the work force.

When an employee's performance or behavior is unsatisfactory, a progressive process is strongly advised. The steps involved in the process may include verbal discussion, written warning, suspension without pay or termination. Any disciplinary step may be omitted depending upon the severity of the incident.

Verbal Disciplinary Action

The initial disciplinary action should be verbal whenever possible. The discussion should be firm but fair and should ensure that the employee clearly understands the established standards and expectations with respect to the unacceptable performance or behavior.

A written record of the date and content of such discussions should be maintained in the appropriate files in the department.

Written Disciplinary Action

Verbal disciplinary action of an employee that does not result in the needed improvement or if the initial situation indicates a need for stronger action, the next step is a formal discussion, followed by a written disciplinary warning to the employee. The written warning outlines the undesired behavior, states expectations, and lists consequences if issues continue.

Human Resources is available to assist department management with the warning letter. Copies of the warning letter should be maintained in the appropriate departmental file and a copy sent to Human Resources to be placed in the official employee file.

Suspension Without Pay Action

Suspension without pay follows a verbal or written disciplinary warning if the desired results have not been accomplished or in situations where employee's conduct warrants more serious consequence. The length of the suspension should depend upon the facts of each case, (e.g., type and severity of the behavior, previous work record of the employee and previous disciplinary actions).

The suspension should be clearly explained in a written disciplinary warning to the employee and should indicate any possible consequences of further performance, attendance or behavior issues.

Dismissal Action

Dismissal is advised when, among other reasons, an employee has engaged in serious misconduct or an employee has not corrected performance and/or behavior.



Prior to dismissing an employee, department management must review the situation and related information with Human Resources and supply appropriate documentation.

If Human Resources approves the dismissal, it is advised, when possible, that the dismissal be communicated verbally and in writing. The written letter of termination should include the reason for termination, effective date, rights to the grievance process and applicable information regarding termination from the University. Human Resources can provide advice on composing the letter of dismissal.

Former employees who are terminated for cause are generally not eligible for rehire.

804.3 Job Abandonment

When an employee does not report to work for three consecutive, scheduled workdays and does not properly communicate with the department as to his/her whereabouts or intentions regarding the job, the department may recommend to Human Resources that the employee be terminated for job abandonment. Prior to taking such action, the supervisor should make a reasonable effort to contact the employee to determine the employee's intentions regarding the job.

804.4 Personal Appearance

Kennesaw State University is a varying environment and it is difficult for the University to have one uniform dress code. However, Kennesaw State University is a professional organization with a high level of visibility in the community. Discretion in style of dress and behavior is essential to the efficient operation of the University. Employees are, therefore, required to dress in appropriate attire and to behave in a professional, business-like manner. Questions about appropriate attire and behavior may be directed to the employee's supervisor.



804.5 Work Environment Appearance

Employees are required to keep their work environments clean and orderly and all equipment in good working condition.