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THE CITADEL
The Military College of South Carolina
171 Moultrie Street
Charleston, SC 29409

MEMORANDUM
NUMBER 11-115

12 June 2025

EMPLOYEE PERFORMANCE MANAGEMENT SYSTEM

1. PURPOSE

The Employee Performance Management System is designed to communicate to employees expected performance levels, performance feedback and evaluation. The intent is to provide employees with enough information to know what performance is required to be successful in their positions and sufficient feedback to know how their performance compares to these expectations. While not the primary purpose, the Employee Performance Management System also provides a mechanism to help employees improve performance that does not meet expectations and, if necessary, remove employees from positions in which their performance is not meeting minimum requirements.

The provisions of this policy address the appraisal process of both probationary and covered employees. Although not mentioned specifically in this policy, employees exempt from coverage under the State Employee Grievance Procedure Act may also be given annual performance appraisals.

2. REFERENCE

South Carolina Human Resources Regulations 19-704 and 19-715
State Employee Grievance Procedure Act

3. DEFINITIONS

- A. Established Review Date: The employee's review date as established in accordance with State Human Resources Regulations.
- B. Short Year Performance Plan: Any Employee Performance Plan covering a period of time less than twelve (12) months.
- C. Short Year Review: Any performance review that evaluates an employee's performance for a period of time less than twelve (12) months. (Exception: Performance Improvement Plan reviews.)

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- D. Universal Review Date: The date prior to which all employee's performance reviews are due. July 1 will be the universal review date for the agency. (Exceptions: "probationary" employees.)
- E. Employee Performance Plan: A planning document presented to an employee at the beginning of a rating period that documents the performance expectations for the review period.

4. POLICY

A. General Information.

1. All performance appraisals may be made by the employee's immediate supervisor (the rater) who has direct experience or knowledge of the work being performed.
2. The performance appraisal may be reviewed by the next higher-level supervisor (the reviewer), unless the rater is the agency head, prior to the performance appraisal being discussed with the employee.
3. The reviewer may attach additional comments but may not change the rater's rating.
4. Whenever an employee's job responsibilities change significantly, the performance plan should be revised to reflect that change.
5. The final performance appraisal should be acknowledged by the rater, the reviewer, and the employee, whenever possible. If any party refuses to sign the performance appraisal, a notation may be made on the performance appraisal of this and, a witness should sign to acknowledge that the party refused to sign the performance appraisal.
6. All performance appraisals may become a permanent part of the employee's official personnel file.
7. Upon request, The Citadel Human Resources may furnish the employee with a copy of the performance appraisal with copies of all pertinent attachments. The provisions of this policy address the appraisal process of both probationary and covered employees. Training is encouraged for all employees.

B. Implementation.

The Citadel utilizes a Universal Review Date for its Classified Staff. As of the effective date of this policy, once an employee reaches his/her Established Review Date the employee will receive a Short Year Employee Performance Plan and

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Short Year Review, if the difference is greater than three months, in order to move the employee from the Established Review Date to the Universal Review Date.

C. Employee Performance Plan

The Employee Performance Management System begins with the creation of the Employee Performance Plan. The Employee Performance Plan must be documented in writing and sets the expectations for the applicable performance review period and provides a guide for the discussion of performance expectations between the employee and their supervisor. To the extent possible, the creation of an Employee Performance Plan should be a collaborative process between the employee and their supervisor. In those instances where the supervisor and employee cannot agree upon the content of the Employee Performance Plan the supervisor's decision may be final. The performance plan must be reviewed by the next level supervisor (reviewer). For current employees, the Employee Performance Plan should be completed prior to the start of the new review period. For new employees, the Employee Performance Plan should be completed no later than 30 calendar days from the employee's start date.

Employee Performance Plan Components:

1. Job Purpose: Both the employee and the supervisor will be asked to provide a summary of the purpose of the employee's job and explain how it contributes to the agency's mission and vision. To the extent possible the creation of the job purpose should be a collaborative process between the employee and their supervisor. However, the supervisor is responsible for drafting the final job purpose. Performance expectations are defined by answering at least one of the following questions, "what are the expected results" and/or "how does the employee achieve these results."
2. Essential Job Responsibilities: An employee's job responsibilities should align with the job duties included in the employee's position description. These responsibilities are recurring and are essential functions of the position.
3. Developmental Goals, Projects, or Special Assignments: An employee may be required to complete short-term goals, projects, or assignments. These goals, projects, or assignments can be updated on an annual basis.
4. Key Skills: Key skills are those skills or performance characteristics that are important to successfully perform the job responsibilities associated with a position.
5. Comments: Both the employee and the supervisor can add comments.

D. Annual Performance Reviews.

1. All staff in covered positions may be given an annual performance appraisal no more than 90 calendar days prior to the review date. Supervisors should

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consult their notes regarding employee performance prior to providing a rating. If an employee does not receive a performance appraisal prior to the review date, the employee may receive a "Successful" rating by default.

2. An employee who is granted leave of absence with or without pay in excess of thirty (30) consecutive workdays may have the review date advanced up to 90 days after the expiration of the first thirty (30) workdays granted for each leave with or without pay.
3. An employee in a covered position may not be issued an overall "Unsuccessful" performance appraisal at any time during the annual review period without following the "Performance Improvement Plan (PIP)." Should the review date advance, the employee may require a short year planning stage and a short year review period in order to move the employee back to the universal review date.
4. An employee's performance review date marks the beginning of a new review period.
5. Raters (supervisors) are expected to oversee the delivery and submission of employee ratings on time, according to the due dates established within the EPMS system. Raters (supervisors) will be alerted when performance evaluations are overdue. If a rater (supervisor) develops a history of disregarding the established due dates for annual employee evaluations, that rater may be subject to disciplinary action.
6. Levels of Performance:
 1. Essential Job Responsibilities, Developmental Goals, Projects, or Special Assignments:
 - a. Supervisors will be required to indicate a rating regarding the employee's performance concerning the essential job responsibilities, developmental goals, projects, or special assignments documented in the Employee Performance Plan. Supervisors will also be required to provide a written description of the employee's performance. The rating options are:
 - i. Exceptional: Work that is above the criteria of the essential job responsibility throughout the rating period.
 - ii. Successful: Work that meets the criteria of the essential job responsibility throughout the rating period.

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- iii. Unsuccessful: Work that fails to meet the criteria of the essential job responsibility throughout the rating period.
- iv. A successful rating is equivalent to the “meets” rating in the State Employee Grievance Procedure Act.

2. Key Skills:

- a. Supervisors will be required to provide written comments concerning the employee’s demonstration of key skills. In addition to these written comments the supervisor will indicate one of the following concerning the employee’s demonstration of key skills:
 - i. Consistently observed: Key skills are very often observed throughout the rating period.
 - ii. Sometimes observed: Key skills are observed but not consistently observed throughout the rating period.
 - iii. Seldom observed: Key skills are not consistently observed throughout the rating period.

3. Overall Performance:

- a. Supervisors will be required to indicate an overall rating regarding the employee’s performance concerning the essential job responsibilities, developmental goals, projects, and/or special assignments documented in the Employee Performance Plan. The overall rating is a “weighted average,” such that essential job responsibilities, developmental goals, projects, and/or special assignments that are a larger percentage of the role will be worth more than other essential job responsibilities, developmental goals, projects, and/or special assignments. The rating options are:
 - i. Exceptional: Work that is above the criteria of the essential job responsibility throughout the rating period.
 - ii. Successful: Work that meets the criteria of the essential job responsibility throughout the rating period.

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- iii. Unsuccessful: Work that fails to meet the criteria of the essential job responsibility throughout the rating period.
 - iv. A successful rating is equivalent to the “meets” rating in the State Employee Grievance Procedure Act.
- b. Supervisors will be required to add summary comments that provide an overarching perspective on the employee’s performance.
7. Final review must be acknowledged by the employee, the supervisor (rater) and the next higher-level supervisor. If the employee refuses to sign the evaluation within the required timeline (two weeks) the review will move forward and be marked with a status of complete. All performance appraisals become part of the employee’s personnel file.

E. Probationary Period.

Each new employee in probationary status may be evaluated prior to the completion of a twelve-month probationary period for non-instructional personnel, of the academic year duration for instructional personnel. The performance review date marks the beginning of a new review period. If that employee does not receive a performance appraisal prior to the performance review date, the employee will receive a receive a "Successful" rating by default and obtain covered status as a State employee and covered status within the class. The probationary period may not be extended. After satisfactory completion of the probationary period, an employee may receive a short year employee performance plan and a short year review in order to move the employee to the universal review date. If an employee is not performing satisfactorily during the probationary period, the employee may be terminated before becoming a covered employee. Until an employee has completed the probationary period and has a “Successful” or higher overall rating on the employee’s evaluation, the employee has no grievance rights under the State Employee Grievance Procedure Act; therefore, The Citadel is not required to follow the “Performance Improvement Plan” to terminate a probationary employee.

F. Performance Improvement Plan

An employee in a covered position is entitled to adequate notice of substandard performance and the opportunity to improve the substandard performance before

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receiving an "Unsuccessful" rating and being removed from the position. To ensure this occurs, the following procedures may be followed:

1. A rater (supervisor) may complete a Performance Improvement Plan (PIP) prior to issuing an "Unsuccessful" rating to an employee in a covered position. If during the performance period an employee is considered "Unsuccessful," in any essential job responsibility which significantly impacts performance, the rater may provide the employee performance with a completed Performance Improvement Plan. The supervisor may also utilize a Performance Improvement Plan to clarify the specific performance areas the employee needs to improve. The Performance Improvement Plan may provide for an improvement period of no less than 30 days and no more than 120 days. Ordinarily, the time period for PIP may not extend beyond the employee's review date. However, if the Performance Improvement Plan is issued less than 30 days before the employee's review date, the performance review date would be advanced to coincide with the PIP review dates. Should this occur, and a satisfactory review is completed, an employee will receive annual planning stage and review. Should the performance review date be advanced and the employee receives a "successful" or above rating on all essential job responsibilities, developmental goals, projects, or special assignments which significantly impact performance, noted in the PIP, the employee may require a short year planning stage and a short year review in order to move the employee back to the universal review date.
2. The rater (supervisor) and employee should participate in drafting a Performance Improvement Plan. The Performance Improvement Plan should include a list of ways to improve the deficiencies and other appropriate performance related recommendations. In those instances where the rater and employee cannot agree upon the content of the Performance Improvement Plan, the rater's decision may be final.
3. During the time period for PIP, the employee and the rater may have regularly scheduled meetings during which they may discuss the employee's progress. Documentation is required to verify that these counseling sessions were held. Copies of this documentation may be placed in the employee's official personnel file and given to the employee upon request.
4. If the employee's performance is rated "Successful" or above on all essential job responsibilities, developmental goals, projects, or special assignments, which significantly impact performance, noted in the Performance Improvement Plan by the end of the time period for PIP, employment may continue. If the employee is rated "Unsuccessful," on any essential job responsibility, developmental goal, project, or special assignment, which significantly impacts performance, as noted in the Performance Improvement Plan by the end of the

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time period for PIP, the employee may be removed from the position (i.e., dismissed, reassigned, demoted).

5. Employee will receive a "Successful" rating by default if not given a written appraisal prior to the end of the PIP.
6. If an employee has been issued two PIPs within a 365-day period, or three PIPs within a two-year period, and the employee's substandard performance would warrant the issuance of another PIP, the employee can be removed from the position by issuing an "Unsuccessful" rating for any part of their evaluation. An additional PIP is not required.

G. Performance Improvement Plan Components

The requirements of a "Performance Improvement Plan" are:

1. The plan may be in writing, addressed to the employee, labeled as a "Performance Improvement Plan," and signed by the employee (witnessed, if employee will not sign).
2. The plan may list the essential job responsibilities included on the employee's planning document that are considered "Unsuccessful," with an explanation of the deficiencies for each essential job responsibility, developmental goal, project, or special assignment and ways of improving the noted deficiencies.
3. The plan may include the time period for improvement and the consequences if no improvement is noted (i.e., dismissal, demotion, or reassignment).
4. The plan may include a schedule for meetings to discuss the employee's progress during the time period for the PIP.
5. A copy of the plan may be given to the employee and placed in the employee's official personnel file.

5. COMPLIANCE

Failure to comply with this policy may result in disciplinary action up to and including termination.

6. NOTES

A. Dates of official enactment and amendments:

Approved by the Vice President for Finance and Business on 12 June 2025

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B. Responsible Department:

Human Resources

C. Responsible Official:

Vice President of Human Resources

D. Cross References

None

7. RESCISSION

The Employee Performance Management System policy dated 1 August 2022 is rescinded.

8. REVIEW

Review this policy on a biennial basis.

OFFICIAL

LEAH SCHONFELD
Colonel, SCM
Vice President for Human Resources