Administrative Policies and Procedures
Manual - 3215: Performance Management

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Process Owner: Vice President of Human Resources

1. General

All employees have a valuable and critical role in helping the University fulfill its mission. Supervisors have a responsibility To that end, employees should work together collaboratively and treat each other with mutual respect. Employees who are supervisors have added responsibilities to train and support each employee, their staff in understanding, fulfilling job requirements, to act fairly, to provide feedback on performance, and to assist employees, their staff in improving performance and addressing issues that negatively affect the workplace. Employees should be treated with dignity and respect. In turn, providing quality programs and services requires cooperation by employees and adherence to established policies, procedures, regulations, practices, and high standards of job performance. In an effort to maximize the contribution of every employee

To promote employee success, the University has adopted this policy on performance management.

The encourages the use of informal resolution (Section 4) and progressive discipline (Section 5), when applicable. Certain situations may be too serious to address with progressive discipline and may warrant immediate actions. In accordance with applicable laws and University policy, the University encourages a supportive problem solving approach to performance problems, but policies, the University recognizes that misconduct, violation of policies and procedures, and continued performance problems may require disciplinary action. The University normally uses the progressive discipline process described in Section 4, herein, to address misconduct and continued performance problems. Progressive discipline is intended to be corrective, not punitive in nature. It is designed to provide employees with notice of deficiencies and an opportunity to improve. However, some
violations of policies and procedures, or continued negative behavior or performance may be of such serious nature that immediate suspension or discharge may be appropriate. The University retains the right in accordance with applicable federal and state laws and Regents’ policies to determine the methods, means, and personnel required to maintain efficient operations. This includes the right to hire, promote, transfer, assign, and retain staff employees in positions within the University.

2. Applicability

For purposes of this policy, "employees" includes regular staff, term, and contract employees. This policy does not apply to temporary, on-call, or probationary employees. Individuals specifically appointed as faculty; undergraduate and graduate student employees, including Medical School of Medicine house officers; and independent contractors are not subject to this policy.

2. Employee Responsibilities and Rights

Employees are responsible for following established University policies, procedures, regulations, and practices. They shall work in an efficient, competent, and cooperative manner and fulfill their job requirements. An employee’s right with respect to disciplinary actions and discharge differ for the various classifications as described below. Employees who disagree with any disciplinary action taken may seek resolution under the "Dispute Resolution Policy" Policy 3220, UBP or the appropriate collective bargaining agreement.

2.1. Temporary and On-Call Employees

Temporary and on-call employees may be released from employment with or without cause.

2.2. Probationary Employees

Probationary employees are those employees who have not completed the appropriate probationary period as defined in "Recruitment and Hiring" Policy 3210, UBP or the appropriate collective bargaining agreements. Probationary periods will only be extended in accordance with Section 7 of Recruitment and Hiring" Policy 3210, UBP. All extensions must be approved by the Vice President for Human Resources. Probationary employees may be separated from employment with or without cause. However, supervisors should make reasonable efforts to train and work with probationary employees to achieve satisfactory performance. Refer to "Separation of Employment" Policy 3225, UBP for notice requirements.

2.3. Post-Probationary Employees

Post-probationary employees are those employees who have completed the appropriate probationary period. Post-probationary employees may be suspended or discharged only for proper/just-cause (discussed in Section
Supervisors should normally use progressive discipline, when appropriate, to resolve disciplinary problems involving post probationary employees. Progressive discipline is discussed in Section 4, herein. When appropriate, supervisors are encouraged to informally resolve employee performance issues before commencing the disciplinary process. Post probationary employees may be disciplined only for proper/just cause (see Section 7).

### 2.23.1 Employees Hired on a Term Appointment

Certain employees hired into a position that is designated to run for a defined period of time are employed at the University under a term appointment agreement. Post probationary employees hired on a term appointment may be suspended or discharged only for proper/just cause (discussed in Section 5, herein) during the term appointment. However, the individual's employment will end as of the specified date, unless the supervisor notifies the employee that the appointment will be extended. Separation at the end of the original or extended term appointment shall not constitute discharge and does not require proper/just cause.

### 2.43. Contract Employees

Contract employees are administrators designated by the President, who are hired on periodic employment contracts. Contract employees may be suspended or discharged only for proper/just cause (discussed in Section 5, herein) prior to the expiration of the contract period; however, the, unless the plain language of their employment contract allows for suspension or discharge on other grounds. The University reserves the right to not renew these contracts when they expire. Terms, conditions, and notification requirements for employees hired under contract are described in "Contract Employees" Policy 3240, UBP. During the term of the contract, UAP 3240 ("Contract Employees"). Additional language in individual contracts may apply. Unless otherwise provided for in the contract, supervisors should normally may use progressive discipline when resolving disciplinary problems involving contract employees: during the term of the contract, but may use higher levels of discipline depending on the seriousness of the issues. Progressive discipline is discussed in Section 4, herein, Section 5. Separation at the end of the original or extended contract period shall not constitute discharge and does not require proper/just cause as defined in this policy.

### 3. Supervisor Responsibilities and Rights

#### 3.1 Supervisors should seek to achieve

Supervisors are responsible for promoting a productive, and effective work environment by including ensuring that each employee's job performance meets or surpasses expectations. Supervisors should make appropriate concerted efforts to ensure that employees understand job requirements and expectations, and supervisors have the skills necessary to fulfill those requirements and expectations; they should address problems that may impact on performance in a timely, constructive, and corrective manner.
The University does not condone poor performance; however, it is highly recommended that supervisors complete training on performance improvement prior to initiating progressive discipline.

3.2. Employees

Employees are responsible for following established University policies and procedures, and other applicable standards that pertain to their work. They should work in an efficient, competent, and cooperative manner to fulfill their job requirements and should reach out to supervisors when assistance or guidance is needed. Bargaining unit members may have additional responsibilities under their collective bargaining unit agreement and should refer to the applicable agreement.

3.3. Resources for Supervisors and Employees

The University provides resources to address job performance and to help build communication and collaboration for successful employees. The Human Resources website provides extensive information for both supervisors and employees on training, performance coaching, and the disciplinary process. HR Consultants are available as a resource in their assigned areas for both supervisors and employees. An employee may request to confer with a different HR Consultant if desired. Following is a list of additional resources for supervisors and employees:

- Ombuds Services for Staff; refer to UAP 3220 ("Ombuds Services for Staff");
- University Counseling, Assistance, and Referral Service (CARS); and
- Employee and Organizational Development (EOD)

4. Performance Coaching and Informal Resolution

The University recognizes that good "coaching" and informal resolution can correct many performance deficiencies and lead to successful employees. Good performance management coaching requires continuous feedback to employees. Supervisors should evaluate performance, identify shortcomings, issues, and plan when appropriate require employee training needed to correct any address weaknesses.

Supervisors should use a problem-solving approach to resolve performance problems and other issues negatively affecting the workplace.

Some useful tools for performance improvement are available on the HR website for Performance Improvement and Discipline, and include the Performance Review process (see UAP 3230 (“Performance Review and Recognition”)), coaching and communication guides and training.

4.1. Lateral Transfers and Demotions

When an employee is not suited to a specific position, a supervisor may wish to consider a lateral transfer to a different position, which may appear to be better suited to the employee, in lieu of performance management. A lateral transfer in either of these cases may be appropriate when there is a comparable position open within the department and such a transfer is reasonably predicted to result in improved performance. In cases of poor performance where an employee performed satisfactorily in a lower level position, a demotion may be appropriate if there is a lower level position...
open in the department. Since a demotion results in a salary reduction, this can only be done with the employee’s agreement. All demotions must be approved, in advance, by the Vice President for Human Resources.

In dealing with performance problems, supervisors are encouraged to seek assistance from the assigned Human Resources Consultant in the Division of Human Resources before beginning the disciplinary process. Following is a list of additional resources which can be used, as appropriate.

- their superiors (especially their chair, dean, or director);
- the University Office of Ombuds/Dispute Resolution (DR) Services (refer to “Dispute Resolution Policy” Policy 3220, UBP);
- the University Counseling, Assistance, and Referral Service (CARS);
- the Employee and Organizational Development Department in the Division of Human Resources; or
- the University Office of Equal Opportunity.

When performance problems continue or employee misconduct is of a serious nature requiring discipline, the actions described in Section 4, herein may be appropriate. The objective of the following corrective actions is to seek to return the employee to positive productive performance.

4. Any change in position resulting in a demotion can be done only with the employee’s agreement and approved, in advance, by the Vice President (VP) for Human Resources (HR).

5. Progressive Discipline

The University of New Mexico uses progressive discipline for post-probationary regular, term, or contract employees, when appropriate. Progressive discipline is designed to allow an employee a reasonable opportunity to meet the requirements of the job, comply with University policies, procedures, practices, applicable standards, and regulations, and allow the employee an opportunity to improve performance. “Performance” for purposes of this policy is used broadly and includes all aspects of being successful in a job.

Progressive discipline may not be appropriate in all instances, such as when health or safety is at risk or a crime has been committed, and is. It does not a bar to a supervisor from imposing stronger, more severe discipline with the approval of the Vice President for Human Resources, depending on the individual circumstances. Some violations listed in Section 5, could be of such a serious nature that it warrants severe disciplinary action could lead directly, including but not limited to suspension or discharge, with the approval of the Vice President for Human Resources, without affording prior progressive discipline.

Progressive discipline actions may include the use of oral warnings, letters for improvement, written warnings, suspension, and/or discharge. Discipline should be administered equitably, and consistently, and progressively. See the HR website for tools to assist in ensuring appropriateness of
actions. Depending on the nature of the performance problem, misconduct, or violation of policy matter, a supervisor may start progressive discipline at any appropriate point in the process. The following sections describe in detail the actions used in association with the progressive discipline process.

Supervisors should advise employees:

### 4.1. Oral Warning

The primary objective of oral warning(s) should be to advise the employee that there is a performance problem or the employee has violated policies or procedures and to tell the employee what he or she can do to restore satisfactory performance. It is expected that such discussions will result in improved performance. The supervisor should advise the employee:

- of the nature of the problem and allow the employee to explain any reason for the problem and suggest ways to correct the situation;
- of the policies or rules procedures violated (if any);
- of the specific actions to be taken by the employee and/or supervisor to correct the problem, those job expectations that the employee did not meet, required actions to correct the problem and timelines for completion;
- that further disciplinary action will up to and including discharge may occur should the problem persist; and

- that disciplinary action may be disputed according to the provisions of "Dispute Resolution Policy" Policy 3220, UBP or the appropriate collective bargaining agreement.

The supervisor must make it clear to the employee that this is an "oral warning." An oral warning is not documented in the employee’s official personnel file, maintained by the Division of Human Resources. However, the supervisor shall maintain a record of any oral warnings given which should be referred to in any further disciplinary action taken.

### 4.2. Written Warning

A written warning provides the employee with a written explanation of the events leading to the warning, an explanation of any applicable rules, and any subsequent information that can help the employee improve the identified performance problem. The supervisor must make it clear to the employee that this is a "written warning" and that if the employee does not improve performance to a satisfactory level within the time frames listed more serious disciplinary action will take place. A written warning is documented in the employee’s official personnel file maintained by the Division of Human Resources. The written warning should include:
• the nature of the problem, including reference to any earlier oral warning(s);

• the policies or rules violated (if any);

• the specific action to be taken by the employee and/or supervisor to correct the problem, including specific time frames, if appropriate;

• a statement that further disciplinary action, up to and including discharge, could occur should the problem persist; and

• a statement that disciplinary action may be disputed according to the provisions of “Dispute Resolution Policy” Policy 3220, UBP or the applicable collective bargaining agreement through the applicable appeal process noted in Section 10.

The employee may provide an explanation for the problem. The supervisor should consider the employee’s explanation for the problem prior to deciding on whether to take formal disciplinary action. Since the purpose of discipline is to help provide employees with an opportunity to correct problems, when an employee has sufficiently corrected a problem and the supervisor is satisfied that it will not reoccur, subsequent performance evaluations should reflect the improved performance. After an employee has received at least three (3) positive evaluations, an employee may petition his or her dean or director to have the written warning removed from the employee’s official personnel file.

5.1. Letter for Improvement

The letter for improvement is the lowest level of disciplinary action. It informs employees of the issues of concern and their supervisors’ expectations for improvement. It is expected that such discussions will result in improved performance. A letter for improvement is not documented in an employee’s official personnel file maintained by the Division of HR. However, the supervisor shall maintain a record of any letter for improvement in the departmental file. This document may be referred to in any further disciplinary action.

5.2. Written Warning

The written warning is the next level of disciplinary action and is used for more severe issues or for situations where issues have continued despite being given an opportunity to improve. A written warning is documented in the employee’s official personnel file maintained by the Division of HR. After an employee has received at least two (2) positive performance evaluations, an employee may petition the applicable dean or director to have the written warning removed from the employee’s official personnel file.

5.3. Suspension

A suspension is a temporary involuntary separation of employment, without pay, for the third level of possible disciplinary action. It may be issued to an employee due to performance problems that have not been satisfactorily corrected through the use of oral and written warnings or discipline; or for misconduct or serious violation of policy or procedure, or other applicable standards. An employee whose
suspension is being considered will be allowed an opportunity to know why the supervisor is considering the action and to respond to the contemplated action before the final decision is made. See Section 6.2 below. Suspensions range from one (1) work day up to thirty (30) work days in length but may be longer depending on the seriousness of the problem. The supervisor determines severity of the issue. Proposed suspensions (notices of contemplated action for suspension) and final suspensions (notices of final action for a suspension) require approval, in advance, by the appropriate dean or director and the VP for HR. The manager must comply with the notice requirements listed in Section 6 herein, and should inform the employee in writing that the suspension is a disciplinary action and that discharge could occur should the problem persist. A suspension requires approval, in advance, of the cognizant dean or director and the Vice President for Human Resources. Section 6 of this policy.

4.4. Discharge

A discharge is a permanent involuntary separation of employment from the University for disciplinary reasons. Discharges must and is reserved for the most serious infractions or for continued issues that previously have been addressed but have not been corrected. An employee whose discharge is being considered will also be allowed an opportunity to know why the supervisor is considering the action and to respond to the contemplated action before the final decision is made. See Section 6.2 below. Proposed discharges (notices of contemplated action) and final discharges (notices of final action) require approval, in advance, by the cognizant dean or director and the Vice President for Human Resources. The supervisor must comply with the notice requirements listed in Section 6 herein.

5. Proper/Just Cause

Proper/just cause is any behavior significant or substantial in nature relating to the employee’s work that is inconsistent with the employee’s obligation to the University. A list of examples that constitute proper/just cause is shown below for guidance only, and is not considered as an all inclusive list.

• Assault or battery on another person.

• Conviction of a felony or misdemeanor where the provisions of the Criminal Offender Employment Act apply, depending on the nature of the offense and the type of position.

• Creating a hostile working environment.

• Discrimination, including sexual harassment.

• Falsification (deliberate) or omission of information on employment applications or resumes, time cards/records, or other University records.

• Illegal drugs and alcohol – violation of the University’s “Policy on Illegal Drugs and Alcohol”.
• Incompetence.
• Inefficiency.
• Insubordination.
• Intoxication on the job.
• Misappropriation or personal use of University funds, property, possessions, or resources.
• Misconduct.
• Negligence.
• Performance which continues to be inadequate after reasonable time has been allowed to correct it.
  • Possession of or distribution of obscene or pornographic material unrelated to business needs or University research.
• Theft or fraud.
• Uncooperative behavior.
• Confidentiality—violation of confidentiality or the release of confidential information.
• Violation of University policies.

6. Notice Requirements

6.1. Notice of Contemplated Action and Notice of Final Action

The notice of contemplated action is a written notice that outlines the reasons for considering an employee’s suspension or discharge of a post probationary regular, term, or contract employee, the dean, director, or department head must serve. The notice of final action is the employee with final written notice of decision from the contemplated action. Suspensions and discharges require approval of employee’s supervisor or manager after having taken the cognizant dean or director and the Vice President for Human Resources prior to employee’s response to the notice of contemplated action into account.

Any time period noted under this policy does not include the day of the action from which this time period begins to run. If the last day of the time period falls on a Saturday, Sunday, or holiday, the last day of the time period shall be the next working day.

issuing a 6.1. Notice of Contemplated Action. This notice

The Notice of Contemplated Action must include all of the following points:
• Cite the acts which the supervisor believes may constitute proper/just cause. *(see Section 7).* These may be any include one (1) or more of the acts listed in Section 5. herein this policy, but are not specifically limited as such.
• Give a summary of the evidence against the employee.

• Specify the contemplated action.

• State that An identification of the University policy(ies) - if any - the employee has ten (10) calendar days from receipt of the notice is alleged to respond orally or have violated.
• Required timeframes in writing to the contemplated action accordance with Section 6.2.

A copy of the notice will be sent to the Division of Human Resources for placement in the employee’s official personnel file.

**6.2. Notices**

Notices shall be in writing and should be served in person, if possible. At the time of service, the employee should be asked to sign an acknowledgement of receipt. If the employee declines, the supervisor shall so note for the record. If the notice cannot be served in person, the notice may be sent by certified mail with a return receipt requested. The notice must be properly stamped and addressed to the last address provided by the employee. Service of the notice is complete when the notice is hand delivered or deposited with the United States Postal Service by certified mail with a return receipt requested. A copy of the notice will be sent to the Division of HR for placement in the employee’s official personnel file.

**6.4. Computation of Time**

Any time period required or allowed by this policy does not include the day of the action from which this time period begins to run. If the last day of the time period falls on a Saturday, Sunday, or holiday, the last day of the time period shall be the next working day.

**6.42. Response to Notice of Contemplated Action**

The employee or a representative of the employee’s choosing may respond orally and/or in writing to the notice of contemplated action. Refer to the appropriate collective bargaining agreement regarding representation for employees in titles listed under labor agreements, orally and/or in writing. The response is provided to the supervisor who signed the notice. An employee’s written response must be received within ten (10) calendar days from receipt of that notice. If the employee wishes to meet with the supervisor, he or she must submit a written request for the meeting within five (5) work days from receipt of the notice. As stated in Section 6.1. herein, the employee must respond orally and/or in writing within ten (10) seven (7) calendar days from receipt of the notice. Any extension of time to the employee’s response must be in writing and agreed upon by both the employee and the supervisor.
If responding orally, the employee may have a support person in the meeting but that individual must not verbally advocate on behalf of the employee. When an employee advises the manager of an intent to respond orally, the employee also must advise the manager if the employee is bringing a support person and if that person is an attorney. Refer to the appropriate collective bargaining agreement regarding representation for employees in positions covered under labor agreements.

A copy of the response will be sent to the Division of Human Resources for placement in the employee's official personnel file.

6.5. Notice of Final Action

After considering the employee's oral and/or written response, the supervisor shall decide on the final action to be taken. If it is determined that the employee is to be discharged, the supervisor must obtain approval by the VP for HR, and serve the employee with the written notice of final action. The notice of final action shall be delivered within thirty (30) calendar days after receipt of the employee's response. Cases occasionally may require additional time. If so, a letter will be sent to the employee noting the need for additional time (bargaining unit members may refer to their Union contract, if applicable). The notice of final action should include all of the following points:

- The final action to be taken.
- The acts constituting proper/just cause, which shall only include allegations specified in the Notice of Contemplated Action.
- A summary of the evidence.
- A reply to the employee's response, if any.
- The effective date of any disciplinary action.
- A statement that the employee may request within two (2) weeks of receipt of the Notice of Final Action that the DR Coordinator review the action according to the provisions of "Dispute Resolution Policy" Policy 3220, UBP.
- A statement of the appeal processes available to the employee.

A copy of the notice will be sent to the Division of Human Resources for placement in the employee's official personnel file.

Discharges or suspensions may be appealed according to Section 8.

7. Proper/Just Cause for Disciplinary Action

Proper/just cause is generally significant or substantial misconduct relating to the employee's work that is inconsistent with the employee's obligation to the University and that violates policy, procedure, or other standards. A list of examples that could constitute proper/just cause for disciplinary action is shown below, but is not an all-inclusive list.

- Attendance issues (unsatisfactory attendance including tardiness).
- Abuse of sick leave. See UAP 3410 (“Sick Leave”)
• Violation of departmental or University policy on confidentiality, or the release of confidential information in violation of law.
• Conviction of a felony or misdemeanor, depending on the nature of the offense and applicability to the type of position the employee holds, consistent with the Criminal Offender Employment Act.
• Discrimination against an individual or creation of a hostile work environment based on race, ethnicity, national origin, medical condition, gender, and other protected classes under state or federal law as determined by the Office of Equal Opportunity. See UAP 2720 (“Prohibited Discrimination”) and UAP 2740 (“Sexual Misconduct”).
• All allegations of discrimination, including sexual harassment, must be referred to the Office of Equal Opportunity. Failure or refusal to appropriately refer allegations of discrimination, including sexual harassment, to the Office of Equal Opportunity.
• Deliberate falsification or misrepresentation of information on employment applications or resumes, timesheets, or other University records.
• Impairment in the workplace, in violation of UAP 3270 (“Suspected Impairment at Work”).
• Illegal use or possession of drugs, alcohol, or related paraphernalia. See RPM 2.6 (“Drug-Free Environment”)
• Possession of or distribution of obscene or pornographic material unrelated to business needs or University research.
• Unacceptable computer use. See UAP 2500 (“Acceptable Computer Use”)
• Inability to perform the job according to expectations, after documented performance coaching.
• Safety issues (violation of safety protocol).
• Sleeping during work hours.
• Theft, embezzlement, or fraud. Misappropriation or personal use of University funds, property, possessions, or resources.
• Failure to follow purchasing protocols. See UAP 7205 (“Dishonest or Fraudulent Activities”).
• Insubordination – intentional or willful failure to obey a lawful and reasonable request of a supervisor.
• Inappropriate/unprofessional behavior or violation of Employee Code of Conduct. See UAP 3720 (“Employee Code of Conduct and Conflicts of Interest”)
• Vehicle use policy violation. See UAP 7780 (“Use of University Vehicles”)
• Violence or threat of violence, such as assault, battery, or stalking of individuals on the University campus. See UAP 2210 (“Campus Violence”).
• Violation of University policies or procedures.

Concerns about progressive discipline being misused or non-compliant with this policy may be reported to the VP for HR or according to UAP 2200 (“Reporting Suspected Misconduct and Whistleblower Protection from Retaliation”). See Section 10 for formal appeal processes.

8. Pay Status

Post-probationary and contract employees will remain on paid status at all times pending completion of the disciplinary action process, with the exception of a suspension (Section 4.3. herein) approved by the Vice President for Human Resources. An employed employee may continue working or may be placed on administrative leave with pay pending completion of the investigative or disciplinary process. Requests for administrative leave must be sent to the HR Consultant. The VP of HR will coordinate with the respective executive vice president, who will approve or disapprove the leave. For more information, refer to Section 3.7. of UAP 3415 (“Leave With Pay Policy 3415, UBP”).
79. Required Approval by the Division of Human Resources

It is recommended that supervisors speak with their HR Consultant and obtain guidance prior to issuing a Letter for Improvement. Supervisors contemplating the suspension, written warning, demotion, or discharge of any employee, including forced termination of probationary and temporary employees, must consult with the Vice President for Human Resources and their HR Consultant before taking such action. Whenever prior consultation is not practical because of reasons perceived to be of such an urgent or serious nature, Suspensions and discharges must also be approved in writing by the department’s dean, director, or above and by the VP for HR.

10. Appeal Process for Suspension and Discharge

If a post-probationary employee who is in a non-bargaining unit position has been suspended or discharged, the employee must may appeal by requesting a peer hearing as provided below. Appeals may be placed on administrative leave with pay until requested by contacting the case can be discussed Main Campus Compliance Office within ten business days of receiving the notice of final action for suspension or discharge. The timeline is determined to begin the next working day after the action is issued. Employees who wish to appeal a suspension or discharge and whose position titles are covered under a collective bargaining agreement should review the relevant agreement for grievance procedures.

10.1. Peer Hearing

Peer hearings are coordinated by the Main Campus Compliance Office and consist of a Peer Review Panel of three (3) uninvolved University employees who have no connection with the dispute, nor any interest in the outcome of the hearing. Members of the Peer Review Panel will be randomly selected from a pool consisting of all University employees.

The employee who was suspended or discharged and the management representative who suspended or discharged the employee will select the panel members from the randomly chosen names.

10.2. Discretionary Review by President and Board of Regents

The results of a peer hearing may be appealed to the University President for Human Resources and the Board of Regents. Normally, they accept review only in extraordinary cases, such as those where proper procedures have not been followed, where the decision appears to be unsupported by the facts, or where the decision appears to violate University policy. If an appeal is accepted, it will first go to the University President. The Board of Regents has the discretion to review the University President’s decision. The appeals are handled pursuant to RPM 1.5 (“Appeals to the Board of Regents”).

11. References

Exhibit A: Dispute Resolution Process Flowchart
Exhibit B: Peer Hearing Procedure
Human Resources website - Performance Improvement and Disciplinary Action
RPM 1.5 (“Appeals to the Board of Regents”)  
RPM 2.18 (“Guiding Principles”)
UAP 2200 (“Reporting Suspected Misconduct and Whistleblower Protection from Retaliation”)
UAP 2240 (“Respectful Campus”)
UAP 3220 (“Ombuds Services for Staff”)
UAP 3230 (“Performance Review and Recognition”)
UAP 3415 (“Leave with Pay”)
UAP 3750 (“Counseling, Assistance, and Referral Service”)