

# MANAGEMENT GUIDE – EHRA EMPLOYEE PERFORMANCE

*Policy Authority – [Policy on Employees Exempt from the North Carolina Human Resources Act](#)*

Note: This guidance applies to EHRA employees only and provides practical steps to address employee performance in a clear and consistent manner. It outlines recommended actions from Human Resources, but it does not include every possible option or scenario. Managers should use these recommendations along with their judgment, university policy, and consultation with HR when needed.

## STEP 1: AT-WILL EMPLOYMENT

Employment within an EHRA position that is established by the letter of appointment to be employment “at will” is subject to discontinuation at any time at the discretion, respectively, of the chancellor (or designee) and may be for any reason or no reason so long as the reason is not unlawful.

## STEP 2: BEGIN THE PERFORMANCE MANAGEMENT PROCESS AND DOCUMENT

Begin by documenting your work-related concerns in writing. If the employment concerns are sensitive in nature, contact Human Resources for guidance prior to documenting.

If appropriate, based on the concerns or guidance from Human Resources, you may use several methods to capture concerns. Choose a method that has a date and time stamp of the concerns you documented (ex. email to yourself or to HR).

## STEP 3: EMPLOYEE ENGAGEMENT (NOT REQUIRED)

Because the employee is at will, this step is optional and not required prior to dismissal. If dismissal is warranted, you may move to Step 4.

If dismissal is not warranted and you intend to give the employee an opportunity to improve, you may issue a Documented Counseling Session (DCS). A DCS outlines performance expectations in writing and identifies the actions required to correct the deficiencies.

This document should include the following:

1. Goals with performance tasks designed to meet them.
2. Clear deadlines or timelines to complete those tasks.
3. Workplace behaviors, if applicable.
4. A specific follow-up date for the supervisor or manager to assess progress.

To obtain a DCS template please contact the Office of Employee Relations ([employeerelations@nccu.edu](mailto:employeerelations@nccu.edu)). Once a draft is completed, but before it is issued, submit it to the Office of Human Resources – Employee Relations for review and approval.

#### **STEP 4: DISMISSAL POLICY REQUIREMENTS**

Certain severance (payout) provisions are required for **employees hired prior to July 1, 2024**.

The chancellor must provide the employee with separation pay that totals the respective required number of days as noted below:

- a. During the first year of service, a lump sum separation payment equivalent to thirty (30) calendar days of pay;
- b. During the second and third years of service, a lump sum separation payment equivalent to sixty (60) calendar days of pay; and
- c. During the fourth and all subsequent years of continuous service, a lump sum separation payment equivalent to ninety (90) calendar days of pay.

Certain policy provisions are required for **employees hired after July 1, 2024**.

Prior to termination, the university must give at least thirty days of advance notice before discontinuation. In its sole discretion, it may also offer a lump sum separation payment in exchange for a release of claims. The payment can be up to sixty days of pay. Offering the payment is optional and at the sole discretion of the chancellor.

#### **STEP 5: CONTACT HUMAN RESOURCES**

To obtain dismissal templates and receive guidance on the next steps in the process, please contact the Office of Employee Relations ([employeerelations@nccu.edu](mailto:employeerelations@nccu.edu)). Once a draft is completed but before it is issued, submit it to the Office of Human Resources – Employee Relations for review and approval.