



Performance Management Policy 5.25

Office of Human Resources

Applies to: Staff

POLICY

Issued: 10/01/1973
Revised: 11/14/1997
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Performance management is intended to be an ongoing process of communication between the supervisor and the employee, focused on helping the employee achieve his or her best workplace results. An effective performance management system accomplishes the following goals:

- Provides direction and clarifies performance expectations.
- Provides feedback and coaching to the staff member concerning job performance, both what is done well and what needs improvement.
- Identifies training and professional development needs.
- Serves as documentation of performance.
- Serves as data for human resource decisions.

The underlying principles that guide the performance management system at the University are that:

- Performance management is a shared commitment to high performance.
- Performance management balances autonomy and accountability at the individual and organizational levels.
- Performance and continuous learning are encouraged and supported.

POLICY GUIDELINES

I. Performance Management System

The University supports a performance management system that should include the four components listed below. With each employing unit, these items may not be present, or they may be present in another form. They do not constitute terms or conditions of employment.

A. Performance planning

Clear performance expectations should be communicated to the employee. These expectations should help the employee align individual goals with those of the unit and the University.

B. Coaching

Coaching employees for improved performance is an integral part of performance management at the University. Coaching may take various forms, from observation and informal direction to formal meetings and written documentation, and should occur on a regular basis.

C. Multiple sources of feedback

To increase the potential for improvement, it is helpful for staff to receive feedback from more than one source. Customers, peers, and direct reports can provide important feedback to supplement the observations of the supervisor.

D. Performance review

This is the culminating communication of the performance cycle, focusing on areas of achievement, areas for improvement, and goals for the future.



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II. Performance Review Guidelines

The [performance review](#) component warrants particular guidelines due to its significance in providing data for critical human resource decisions.

- A. All staff members should have their performance reviewed at least once a year. Supervisors may conduct additional reviews mid-cycle as needed.
 1. Classified civil service staff should receive a review during the second half of their probationary period, whether initial or promotional.
 2. Staff who are members of collective bargaining units should be reviewed in accordance with the terms of the applicable bargaining unit agreement.
- B. Review forms should be discussed and signed by both the supervisor and employee. The employee should receive a copy of the form, and other copies should be retained at the unit level.
 1. A staff member's signature indicates only that the form has been reviewed and discussed with him or her. It does not imply agreement with the review.
 2. Each unit is responsible for developing a record retention schedule for its performance management system. At minimum, performance review information needs to be retained for six years after the employee leaves the University.

PROCEDURE

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The Office of Human Resources provides procedures and forms to support performance management system practices, and suggested tools are available in the Performance Management Handbook. In addition, units have the option to customize performance management procedures and forms in consultation with the Office of Human Resources, [Organization and Human Resource Consulting \(OHRC\)](#). To ascertain if a college or unit uses a customized performance management form, employees and supervisors should check with their human resource contact person before using the university form.

RESOURCES

For consultation:

- Office of Human Resources, [Organization and Human Resource Consulting \(OHRC\)](#)
(614) 292-2800, ohrc@hr.osu.edu

For forms:

- Planning Worksheet hr.osu.edu/forms/plan.pdf
- Coaching Worksheet hr.osu.edu/forms/coach.pdf
- Self Evaluation hr.osu.edu/forms/self.pdf
- Performance Review hr.osu.edu/forms/pr.pdf