



Applies to: Staff

POLICY

Issued: 10/01/1980
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Ohio State is committed to fostering a high performance culture. To achieve this, we strive to provide each member of our community with clear performance objectives, ongoing coaching and feedback, professional development and recognition for outstanding work.

Policy Details

I An effective performance management system:

- A. Requires a shared responsibility between supervisor and employee.
- B. Clarifies and aligns performance objectives with university and unit goals and institutional values.
- C. Includes feedback and coaching concerning job performance.
- D. Identifies training and professional development needs.
- E. Measures and documents performance.
- F. Provides input for human resource decisions (e.g. compensation, recognition, etc.).

II Key Foundational Elements

The university supports flexibility in performance management systems, however, every system must include the foundational elements listed below.

- A. Performance planning – Clear performance objectives should be identified and communicated at the beginning and throughout the performance cycle. These performance objectives should align with unit and university goals and institutional values.
- B. Coaching – Supervisors should use coaching to help employees develop and use their talents for individual and institutional success. Coaching should occur on a regular basis and include a discussion of professional development.
- C. Feedback – Feedback is information about observed behavior that is appreciative or constructive. It is often helpful for staff to receive feedback from more than one source. Customers, peers and direct reports can provide important feedback to supplement the supervisor's observations.
- 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.

III Performance Review Guidelines

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

- A. All employees must receive a performance review at least once a year. Supervisors may conduct additional reviews as needed.
- B. Classified civil service staff must receive a review prior to the end of their probationary period, whether initial or promotional, unless terminated during the initial probationary period.
- C. Employees who are members of collective bargaining units will be reviewed in accordance with the terms of the applicable collective bargaining agreement.



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- D. Review forms must be discussed and signed by the supervisor and employee. The employee must receive a copy of the form and a copy must be retained in the employee’s personnel file. An employee’s signature indicates that the form has been reviewed and discussed with her or him. It does not imply agreement with the review.
- E. Each unit is responsible for developing a records retention schedule for its performance management system. Performance review information needs to be minimally retained for six years after the employee leaves the university.
- F. Performance reviews do not constitute terms or conditions of employment.

PROCEDURE

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The university provides key foundational elements and tools for units to use to create performance management systems. Units have flexibility to customize the performance management system in consultation with the Office of Human Resources, [Organization and Human Resource Consulting \(OHRC\)](#).

Responsibilities

Position or Office	Responsibilities
Employing Unit	<ul style="list-style-type: none"> A. Create and document a performance management system that incorporates the key foundational elements or use the university provided system. B. Create a system to track completion of the performance management process. C. Ensure the performance management process is completed annually. D. Support supervisors and employees as they engage in performance management. E. Maintain records in accordance with the records retention policy. F. Ensure performance planning is incorporated in the on-boarding process for new employees and for employees in changed or new roles.
Supervisor	<ul style="list-style-type: none"> A. Know the unit's performance management system. B. Participate fully in a timely way. C. Set expectations, provide ongoing feedback, coach, document performance and provide an annual performance review for each direct report. D. Seek assistance with your performance management responsibilities as needed.
Employee	<ul style="list-style-type: none"> A. Be co-accountable for the performance management process. B. Know the unit's performance management system. C. Participate fully in a timely way.
Office of Human Resources	<ul style="list-style-type: none"> A. Provide tools and resources for the performance management system. B. Consult with units as needed.



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Resources

Corrective Action Policy 8.15 hr.osu.edu/policy/policy815.pdf

Leadership and Learning hr.osu.edu

Performance and Feedback Guide hr.osu.edu/policy/resources/perfmgt525guide.pdf

Personalized Performance Plan hr.osu.edu/policy/resources/perfmgt525plan.pdf (interactive/savable PDF)
hr.osu.edu/policy/resources/perfmgt525plan-word.doc (Word doc)

Personalized Performance Plan Job Aid hr.osu.edu/policy/resources/perfmgt525jobaid.pdf

University Rules for the Classified Civil Service Rules hr.osu.edu/policies-forms/rules-for-ccs/

Contacts

Subject	Office	Telephone	E-mail/URL
Policy Interpretation and Consultation	Organization and Human Resource Consulting (OHRC), Office of Human Resources	614-292-2800	hr@osu.edu hr.osu.edu/ohrc
Performance Management Consultation	Employee and Labor Relations, Office of Human Resources	614-292-2800	hr-elr@osu.edu hr.osu.edu/services/elr/

History

Performance Evaluation, Classified Civil Service – 5.25

Issued: 10/01/1973

Revised: 10/01/1980

Revised: 08/12/1993 – Merged with Unclassified Staff policy

Performance Evaluation, Administrative and Professional Staff – 5.30

Issued: 10/01/1980

Retired: 09/01/1994

Performance Management – 5.25

Revised: 08/12/1993 – Combined policies – 5.25

Revised: 07/25/1994

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