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Applies to: Staff

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**Responsible Office**

**Office of Human Resources**

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**POLICY**

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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.

**Purpose of the Policy**

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To provide guidance on how to establish and manage performance expectations.

**Policy Details**

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- I. An effective performance management system:
  - A. Requires a shared responsibility between manager 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
  - A. The university supports flexibility in performance management systems; however, every system must include the foundational elements listed below:
    - 1. 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;
    - 2. Coaching – Managers 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;
    - 3. 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 manager’s observations; and/or
    - 4. 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
  - A. The performance review component warrants the following guidelines due to its significance in providing data for critical human resource decisions:
    - 1. All employees must receive a performance review at least once a year. Managers may conduct additional reviews as needed.
    - 2. 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.
    - 3. 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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4. Review forms must be discussed and signed by the manager 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 them. It does not imply agreement with the review.
5. 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.
6. Performance reviews do not constitute terms or conditions of employment.

**PROCEDURE**

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- I. 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 \(OHR\)](#).

**Responsibilities**

Position or Office	Responsibilities
Employee	<ol style="list-style-type: none"> <li>1. Be co-accountable for the performance management process.</li> <li>2. Know the unit's performance management system.</li> <li>3. Participate fully in a timely way.</li> </ol>
Employing Unit	<ol style="list-style-type: none"> <li>1. Create and document a performance management system that incorporates the key foundational elements or use the university provided system.</li> <li>2. Create a system to track completion of the performance management process.</li> <li>3. Ensure the performance management process is completed annually.</li> <li>4. Support supervisors and employees as they engage in performance management.</li> <li>5. Maintain records in accordance with the records retention policy.</li> <li>6. Ensure performance planning is incorporated in the on-boarding process for new employees and for employees in changed or new roles.</li> </ol>
Manager	<ol style="list-style-type: none"> <li>1. Know the unit's performance management system.</li> <li>2. Participate fully in a timely way.</li> <li>3. Set expectations, provide ongoing feedback, coach, document performance and provide an annual performance review for each direct report.</li> <li>4. Seek assistance with your performance management responsibilities as needed.</li> </ol>
Office of Human Resources	<ol style="list-style-type: none"> <li>1. Provide tools and resources for the performance management system.</li> <li>2. Consult with units as needed.</li> </ol>

**Resources**

Governance Documents

- Corrective Action Policy 8.15, [hr.osu.edu/policy/policy815.pdf](http://hr.osu.edu/policy/policy815.pdf)
- University Rules for the Classified Civil Service Rules, [hr.osu.edu/policies-forms/rules-for-ccs](http://hr.osu.edu/policies-forms/rules-for-ccs)

Additional Resources and Training

- 5 Examples of How to Provide Employee Feedback for Managers, [achievers.com/blog/feedback-for-managers](http://achievers.com/blog/feedback-for-managers)
- Best Practices for Productive One-on-One Meetings, [indeed.com/hire/c/info/best-practices-for-productive-one-on-one-meetings](http://indeed.com/hire/c/info/best-practices-for-productive-one-on-one-meetings)
- How to Conduct an Annual Performance Review, [indeed.com/career-advice/career-development/annual-performance-reviews](http://indeed.com/career-advice/career-development/annual-performance-reviews)
- Preparation for your Performance Appraisal, [roberthalf.com.sg/career-advice/career-development/performance-review](http://roberthalf.com.sg/career-advice/career-development/performance-review)



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### Contacts

Subject	Office	Telephone	E-mail/URL
Performance management questions	HR Connection	614-247-myHR (6947)	<a href="mailto:HRConnection@osu.edu">HRConnection@osu.edu</a>
Policy questions	Employee and Labor Relations, Office of Human Resources	614-247-myHR (6947)	<a href="mailto:HRConnection@osu.edu">HRConnection@osu.edu</a>

### History

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

#### Performance Evaluation, Administrative and Professional Staff-5.30

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#### Performance Management-5.25

Revised: 08/12/1993 Combined policies-5.25  
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