

Performance Management

Policy 5.25

Office of Human Resources

Applies to: Staff

POLICY

Issued: 10/01/1980
Edited: 04/14/2014

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.

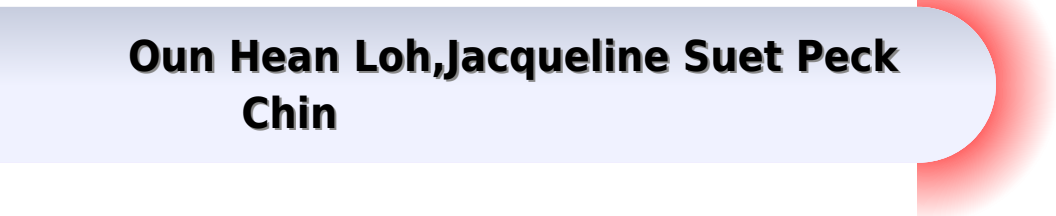
III Performance Review Guidelines

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.

Performance Management Procedure Manual

**Oun Hean Loh, Jacqueline Suet Peck
Chin**



Performance Management Procedure Manual:

Handbook on Performance Management in the Public Sector Deborah Blackman, 2021-05-28 This timely Handbook examines performance management research specific to the public sector and its contexts and provides suggestions for future developments in the field It demonstrates the need for performance management to be reconceptualized as a core component of business both within and across organizations and how it must be embedded in both strategic decision making and as a day to day leadership and management practice in order to be effective *Armstrong's Handbook of Performance Management* Michael Armstrong, 2009-09-03 In this radically updated new edition Michael Armstrong looks at the results of major research in this area He considers how evidence based material informs understanding of the position performance management has reached and provides practical guidance on how this evidence can be interpreted and applied Armstrong's Handbook of Performance Management includes 9 brand new chapters covering important developments in this area including critiques of performance management coaching new performance management models and a performance management toolkit Additional online resources are provided for both lecturers and students **Performance**

Management for the Oil, Gas, and Process Industries Robert Bruce Hey, 2017-04-06 Performance Management for the Oil Gas and Process Industries A Systems Approach is a practical guide on the business cycle and techniques to undertake step episodic and breakthrough improvement in performance to optimize operating costs Like many industries the oil gas and process industries are coming under increasing pressure to cut costs due to ongoing construction of larger more integrated units as well as the application of increasingly stringent environmental policies Focusing on the value adder or revenue generator core system and the company direction statement this book describes a systems approach which assures significant sustainable improvements in the business and operational performance specific to the oil gas and process industries The book will enable the reader to utilize best practice principles of good governance for long term performance enhancement identify the most significant performance indicators for overall business improvement apply strategies to ensure that targets are met in agreed upon time frames Describes a systems approach which assures significant sustainable improvements in the business and operational performance specific to the oil gas and process industries Helps readers set appropriate and realistic short term long term targets with a pre built facility health checker Elucidates the relationship between PSM OHS and Asset Integrity with an increased emphasis on behavior based safety Discusses specific oil and gas industry issues and examples such as refinery and gas plant performance initiatives and hydrocarbon accounting

Operating Policies and Procedures Manual for Medical Practices Bette A. Warn, Elizabeth W. Woodcock, 2001 *HBR Guides to Performance Management Collection (4 Books) (HBR Guide Series)* Harvard Business Review, Mary Shapiro, 2017-11-14 If you manage a team you need to be able to measure and manage their performance From establishing a performance review cycle and building toward your year end assessment to providing individual feedback and coaching and

establishing group cohesion and accountability this collection teaches you the skills you need to inspire your team to greater success This specially priced four volume set includes books from the HBR Guide series on the topics of Performance Management Coaching Employees Delivering Effective Feedback and Leading Teams You ll learn how to Set and adapt employee and team goals Assess performance fairly Coach your employees through tough situations React calmly if someone gets defensive when you deliver feedback Create plans for individual development Rethink how you use performance ratings Avoid burnout on your team Foster group camaraderie and cooperation Hold your team accountable Arm yourself with the advice you need to succeed on the job with the most trusted brand in business Packed with how to essentials from leading experts the HBR Guides provide smart answers to your most pressing work challenges

The Complete Guide to Performance Appraisal Richard C. Grote,1996 This guide to performance appraisal provides comprehensive up to date coverage based on 25 years of personal experience Grote makes the dreaded task of performance appraisal easier and rewarding using anecdotes and real life examples

[Performance Management 2.0: A Comprehensive Guide to Enhancing Employee Productivity and Engagement](#) Pasquale De Marco,2025-05-04 Performance Management 2 0 is a comprehensive guide to performance management covering everything from the basics to the latest trends and best practices This book will help you to understand the importance of performance management the different types of performance management systems and how to implement a performance management system that is right for your organization In this book you will learn The basics of performance management The different types of performance management systems How to implement a performance management system How to measure and evaluate performance How to provide feedback and coaching How to use performance management to improve employee productivity engagement and retention Performance Management 2 0 is written for anyone who is involved in performance management including managers HR professionals and employees Whether you are new to performance management or you are looking to improve your current system this book has something for you Performance management is a complex and challenging process but it is essential for any organization that wants to succeed Performance Management 2 0 will help you to understand the basics of performance management and how to implement a system that is right for your organization This book is also available in Spanish as Gesti n del Rendimiento Una Gu a Completa para Mejorar la Productividad y el Compromiso de los Empleados If you like this book write a review on google books

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