Performance Management
Policy 5.25
Office of Human Resources

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.

Performance Management Procedure Manual

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