

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

RS Peters



Performance Management Procedure Manual:

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

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 *Performance Management* James W. Smither, Manuel London, 2009-08-31 There has been a shift in HR from performance appraisal to performance management A new volume in the SIOP Professional Practice Series this book contains a broad range of performance management topics offers recommendations grounded in research and many examples from a variety of organizations In addition to offering state of the art descriptions of performance management needs and solutions this book provides empirical bases for recommendations demonstrates how performance management tracks and helps promote organizational change and exams critical issues This book makes an ideal resource for I O psychologists HR professionals and consultants In this comprehensive and timely volume Smither and London assemble an exceptional collection of chapters on topics spanning the entire performance management process Written by leading researchers and practitioners in the field these chapters draw on years of research and offer a blueprint for implementing effective performance management systems in organizations This

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Effective Operations and Performance Management Bloomsbury Publishing, 2010-10-01 Effective Operations and Performance Management is a multi author volume written by practitioners and academics in their respective fields of expertise including Andrew Mayo Subir Chowdhur Andrew Cox and Leslie L Kossoff providing coverage in all aspects of operations and performance within a company The book addresses measuring and managing operational issues providing you with a solid platform from which to develop strategies and grow your business It includes over 30 chapters covering the management of operations and performance It offers you a rich vein of thought leadership and best practice and practical step by step guides on methods to improve operational robustness and measure performance There are a range of Checklists including Performing a Skills Gap Analysis The Triple Bottom Line Using and Understanding Financial Ratios for Analysis Applying Stress Testing to Business Continuity Management plus much more **Management Guidance for Developing and Installing an ADP Performance Management Program** United States. Automated Data and Telecommunications Service, 1978 **Industrial Research Performance Management** Tatjana Samsonowa, 2011-11-19 Managers are increasingly concerned with the typical methods available for organizational performance measurement and control Research into performance measurement within the field of innovation management has been variously approached through frameworks for performance measurement in general for example the Balanced Scorecard by Norton and Kaplan R D performance management and surveys on in use Key Performance Indicators KPIs It is striking however that almost no research has focused explicitly on the performance measurement of research activities or indeed tried to develop a systematic approach to setting KPIs for specific research goals This work in co operation with ABB Research Deutsche

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Muras,Glenn Goodnight,2009-06-18 Can you get rapid results and still be effective Where do you begin and what techniques should you use What have others done and what were their lessons learned Andrew Muras and Glenn Goodnight answer these questions and many more based on years of experience in implementing and teaching at both commercial and government organizations Filled with case studies this book highlights techniques that are effective in the real world Whether practitioner manager or executive youre sure to gain the insights needed for program success I find their approach to foundational aspects both structurally sound and engagingand critical for sustaining cost and quality performance improvements Dr Penny Weller Hackett Group FastTrack is easy to use easy to understand and easy to communicate Billie Gayle Lewis LSS Blackbelt Ive been working with Andrew and Glenn for many years their workshops and trainings are

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