

# Performance Management

## Policy 5.25

### Office of Human Resources

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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**

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##### **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

**H. James Harrington, Frank Voehl**



## **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

volume is a must read for all those interested in performance management John W Fleenor Ph D research director Center for Creative Leadership

**Principles of Management for the Hospitality Industry** Dana Tesone, 2012-05-23 It is vital for hospitality management students to understand key management concepts as part of the complex and intimate nature of the services industry Principles of Management for the Hospitality Industry is designed specifically for hospitality students who need to be able to use management tools and techniques to become successful hospitality managers By placing you at the heart of an imaginary workplace this book offers the opportunity to work through all of the items of discussion for each topic The chapter begins with a scenario to prompt an exploration of a given topic and concludes with the outcome of this scenario to reinforce the lessons learnt throughout the chapter Highly practical in approach this is an up to date and skilful integration of all core areas of management It is packed with tools and techniques to aid learning and understanding improve your professional management vocabulary with definitions in each chapter and a complete glossary of terms visualize key concepts with over one hundred explanatory diagrams gain confidence by testing your understanding on the accompanying website practical applications of theory are illustrated in international case studies throughout the book discussion questions prompt an exploration of key concepts

*Study Guide to Performance Management* Cybellium, 2024-10-26 Designed for professionals students and enthusiasts alike our comprehensive books empower you to stay ahead in a rapidly evolving digital world Expert Insights Our books provide deep actionable insights that bridge the gap between theory and practical application Up to Date Content Stay current with the latest advancements trends and best practices in IT AI Cybersecurity Business Economics and Science Each guide is regularly updated to reflect the newest developments and challenges Comprehensive Coverage Whether you re a beginner or an advanced learner Cybellium books cover a wide range of topics from foundational principles to specialized knowledge tailored to your level of expertise Become part of a global network of learners and professionals who trust Cybellium to guide their educational journey [www.cybellium.com](http://www.cybellium.com)

Performance Management Charles M. CALDWELL, 2002-05-13 Organizational success depends on the continuous improvement of staff performance at all levels People constitute the real competitive advantage in business and industries of all types Enhancing the performance of your people and ultimately your organization depends on the continuous improvement of staff at all levels An effective Performance Management system is essential to help employees perform at their best and align their contributions with the goals values and initiatives of the organization Performance Management presents managers and supervisors with a clear model they can follow to plan monitor analyze and maintain a satisfying process of performance improvement for their staff Designed for readers to apply what they are learning to their current job responsibilities this book offers exercises and assessments to determine your readiness to implement performance management It also illustrates strategies for developing the crucial communication skills of coaching problem solving and giving feedback while teaching methods for linking organization and personal goals By demystifying the role of performance management techniques

Performance Management provides the knowledge and tools to design and implement a workable system that benefits the organization and inspires employees to manage their own performance This is an ebook version of the AMA Self Study course If you want to take the course for credit you need to either purchase a hard copy of the course through [amaselfstudy.org](http://amaselfstudy.org) or purchase an online version of the course through [www.flexstudy.com](http://www.flexstudy.com) *Blackwell's Five-Minute Veterinary Practice Management Consult* Lowell Ackerman, 2013-08-13 Blackwell's Five Minute Veterinary Practice Management Consult Second Edition has been extensively updated and expanded with 55 new topics covering subjects such as online technologies hospice care mobile practices compassion fatigue practice profitability and more Carefully formatted using the popular Five Minute Veterinary Consult style the book offers fast access to authoritative information on all aspects of practice management This Second Edition is an essential tool for running a practice increasing revenue and managing staff in today's veterinary practice Addressing topics ranging from client communication and management to legal issues financial management and human resources the book is an invaluable resource for business management advice applicable to veterinary practice Sample forms and further resources are now available on a companion website Veterinarians and practice managers alike will find this book a comprehensive yet user friendly guide for success in today's challenging business environment

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

Telekom AG Laboratories EMC2 Advanced Technology Solutions IBM Research Intel Research Microsoft Research Philips Research and SAP Research develops a systematic approach to performance measurement for industrial research organizations in innovation driven companies The following questions are addressed 1 Which research goals do research departments have 2 Which KPIs do they use to monitor the achievement of these goals 3 Is there a systematic best practice approach to selecting KPIs for performance goals The outcome is a complete set of eleven performance clusters such as the transfer of research results to the development or other organizational departments and each cluster has its own set of KPIs The eleven clusters are Technology Transfer Future Business Opportunities Technical Achievements Intellectual Property Operational Excellence Talent Pool Image Publications Presence in Scientific Community Collaboration with Academia Collaboration with Partners and Customers This work led to the creation of the Institute for Industrial Research Performance Management that provides ongoing research and insights for managers of industrial research organizations

*Implementing Best Practices in Human Resources Management* Hugh Secord, 2003      *The Performance Management Systems Playbook* H. James Harrington, Frank Voehl, 2023-12-22 The objective of the ISO 56002 standard is to provide a framework on how to build an innovation ecosystem that can be sustained over time Similar to the quality management system that ISO established decades ago this standard provides instructions related to best practices on how to establish an Innovative Management System within an organization However it does not provide guidance on how to implement and or use the standard The ISO Standard 56004 Innovation Management Assessment was designed to define the maturity level of an organization s Innovation Management System The primary purpose of most Innovative Management Systems is to process a continuous flow of new and highly creative outputs that will meet external customers needs and expectations The users of ISO 56002 and 56004 know that they are what to do documents This book however shows you how to do it Both ISO Standard 56002 and 56004 are focused on improving the organization s innovative management system This book focuses on how to train employees on how to use the system to add value to the organization s stakeholders There are no books out on the subject this book greatly assists managers business leaders entrepreneurs and consultants seeking help in using the innovation management system effectively and efficiently Essentially this book presents an effective marriage between the innovative management system and how it will operate when it becomes part of the operating procedures      **ACCA P5 Advanced Performance Management** BPP Learning Media, 2015-04-30 BPP Learning Media s status as official ACCA Approved Learning Provider Content means our ACCA Study Texts and Practice Revision Kits are reviewed by the ACCA examining team BPP Learning Media products provide you with the exam focussed material you need for exam success

**Conditioning for Strength and Human Performance** T. Jeff Chandler, W. Britt Chandler, Chris Bishop, 2024-10-18 The field of strength and conditioning is growing and changing rapidly This new fourth edition of *Conditioning for Strength and Human Performance* updates the reader with new developments in the field and focuses on the information a strength and

conditioning coach needs to be informed and successful With a new flow of chapters and modifications to existing chapters the topics are organized to be relevant and useful to all readers Providing balanced content to meet the needs of the professor and the student in the field of strength and conditioning this book is designed for an academic class in strength and conditioning in the final year of an undergraduate program or the first year of a graduate program No other book provides such a thorough grounding in the science of strength and conditioning or better prepares students for evidence based practice The book is easy to implement for instructors and written to be understandable to the student of strength and conditioning Students are provided access to PowerPoint slides key points case examples discussion questions real world applications and other ancillary material In addition instructors are provided exam questions and other ancillary materials

**South African Human Resource Management** Ben Swanepoel,Barney Erasmus,Heinz Schenk,2008 Book Strategising designing and planning as preparatory HRM work Sourcing work talent Facing the countrys people empowerment challenge Meeting the reward and care challenge Handling labour and employee relations challenges Championing change and transformation Managing HRM related information including HRM and sustainability reporting Based on most recent theoretical developments the emphasis is on the practical applications Samples of relevant documents are included and an accompanying CD contains a wealth of relevant resources as well as a continuing integrating case study that serves as a basis for these applications and individual and group activities As a package South African Human Resource Management will be extremely valuable to both current and aspirant managers and human resource practitioners **ACCA P5 -**

**Advanced Performance Management - Study Text 2013** BPP Learning Media,2011-12-15 This examiner reviewed Study Text covers all that you need to know for P5 It features plenty of recent case studies illustrating key syllabus areas and questions to hone your understanding of what you have just read This paper tests your application of knowledge so these studies and questions are key learning tools You will also find up to date information on the latest management theories and techniques which feature highly in this paper Then there are plenty of exam tips to guide your study and help you focus on what is essential to know Now it s up to you Process Improvement & Performance Management Made Simple Andrew

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

typically our best attended and highest rated events Guy Clayton Director IQPC Table of Contents Chapter 1 The FastTrack Approach for Rapid Cost Effective Implementations Chapter 2 Shared Services Chapter 3 Chargebacks Service Level Agreements and Service Catalogues Chapter 4 Information Technology Chapter 5 Product Customer Profitability Chapter 6 Capacity Analysis Chapter 7 Performance Management Metrics and Scorecards Chapter 8 Enterprise Wide Implementations Chapter 9 Benchmarking Chapter 10 Outsourcing Chapter 11 Government Chapter 12 Business Transformation Linking ABC M with Lean and Six Sigma     ACCA Options P5 Advanced Performance Management Study Text 2014 BPP Learning Media,2014-06-01 The examining team reviewed P5 Study Text covers all the relevant ACCA P5 syllabus topics It explores the principles of performance management and how they can be applied in a range of different organisations Detailed case studies about how performance management issues are addressed in the real world will help build your understanding and reinforce learning     **Office of the National Archives Procedures Manual** United States. National Archives and Records Administration,1989



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