Performance Management Policy

A. Purpose

The John Glenn College of Public Affairs strives to provide an environment where all employees understand the impact their contributions have on the achievement of university, college, and unit goals and are provided the opportunity for ongoing personal and professional growth. The primary purpose of this policy is to enhance communication between supervisors and employees to meet those objectives.

B. Audience

Staff and Staff Supervisors

C. Policy

The JGC performance management system is a continuous process of planning, managing, reviewing and recognizing performance. The process is built upon the following guidelines:

1. All staff employees, including part-time and/or grant funded staff, must receive an annual performance evaluation.

2. Each new employee and his/her supervisor must develop performance goals and submit them to the Administrative Manager within 30 days of hire and annually thereafter by the stated deadline.

3. The annual performance review period is June 1 – May 31. The performance review period may be shorter than this depending on the employee’s hire date. Staff hired after March 1 are exempt from the annual review process that begins in June of that year; however, supervisors should meet with the staff member for a “check in” meeting to review progress with goals in lieu of the annual performance review meeting.

4. Unit Manager goals consist of unit work plan goals and individual professional development goals.

The John Glenn College of Public Affairs utilizes a four stage process for performance management.

Stage I: Planning

Staff and supervisors should actively engage in developing an administrative unit work plan and/or research project schedule of deliverables for the annual performance period. After these documents have been approved by the Dean and Director of Administration, individual employee goals and objectives are set for the performance period using an
individual work plan. Individual work plans must be based on the approved unit work plan and/or research project schedule of deliverables and should utilize SMART goal setting techniques (developing goals that are specific, measurable, achievable, relevant and time-bound). Both the supervisor and the employee should be actively engaged throughout the goal setting process. Once individual work plans are developed and agreed upon, they must be signed by both the supervisor and the employee and submitted to the Administrative Manager.

**Stage II: Coaching and Feedback**

Communication and feedback should take place between the employee and supervisor throughout the performance period through the use of regular check-in meetings. Managers and employees should maintain a record of performance achievements and/or challenges that occur throughout the year and the strategic actions taken by each during that time. Managers should provide coaching and professional development resources to employees as appropriate to assist employees in achieving performance goals. Managers and employees who have concerns regarding the performance or feedback processes should first meet to discuss the issues and to resolve the concerns, if possible. If these discussions do not result in a resolution, the staff and/or supervisor should schedule an appointment with the Administrative Manager as soon as possible to determine next steps.

**Stage III: Formal Performance Evaluation**

**Midyear Performance Review:** All supervisors must complete a midyear performance evaluation for each employee she or he supervises using the college’s midyear performance review form. Supervisors must review each employee’s performance during the review period according to the established metrics in the employee’s individual's work plan and meet with the employee to discuss this evaluation. If improvement is needed in the areas of JGC Values, Work Plan Goals & Professional Development, or Duties of the Position, the staff member and supervisor must draft a plan of action to address these needs and submit it with the final midyear performance review form. Both the employee and the supervisor must sign the midyear performance evaluation form. Supervisors must return the form and any documents which support the ratings and comments by the stated deadline to the Administrative Manager. If individual or unit work plan goals are updated during the performance period, a revised individual and/or unit work plan should be submitted for review and approval by the Dean and Director of Administration prior to completing the midyear performance evaluation for affected employees.

**Annual Performance Review:** At the end of the performance period, each employee should complete a JGC Self-Evaluation form and submit it to his/her supervisor by the stated deadline. Supervisors should review the employee’s self-evaluation form and other records of performance for the entire review period. Each supervisor must complete an annual performance evaluation for each employee she or he supervises using the college’s annual performance review form and ratings. Supervisors must review each employee’s performance during the review period according to the established metrics in the employee’s individual work plan and submit draft evaluations with the employee’s individual work plan (including final metrics), position duties and professional development goal statuses to the Administrative Manager for a compliance review prior to meeting with the employee to discuss the evaluation. Once the final performance evaluation is reviewed by the Administrative Manager, the supervisor and employee should meet to review and sign the evaluation. Supervisors must return the annual performance evaluation form and any documents which support the ratings and comments by the stated deadline to the Administrative Manager.
If a rating of “Improvement Needed” is identified for any of the JGC Values on the JGC Final Performance Evaluation form, a separate document describing the actions to be taken by both the employee and the supervisor to address these needs is required at the time of submission.

If a rating of “Needs Improvement/Developing” or “Unacceptable” is identified for work plan goals & professional development or duties of the position, a separate document that describes the actions that will be taken by both the employee and the supervisor to address these needs is required at the time of submission.

If an overall performance rating of “Exceptional” is identified, the employee’s supervisor must prepare a statement of justification for this rating and present it to the JGC Managers group for review and confirmation of the appropriateness of the rating. After the majority of JGC Managers and the Dean agree on the appropriateness of the rating of “Exceptional,” the employee’s overall performance rating will be finalized and shared with him or her.

If an overall performance rating of “Unacceptable” is identified, the employee and supervisor must contact the Administrative Manager to develop a Performance Improvement Plan. The Performance Improvement Plan must be developed within 30 days and must utilize the principles and process as described in the university’s Corrective Action & Involuntary Termination Policy 8.15.

**Stage IV: Position Description Updates**

During the annual performance review process, each employee’s position description should be reviewed and updated as necessary to reflect the duties performed by the employee. Position description updates should be provided to the Administrative Manager by the stated deadline. The Administrative Manager, Director of Administration, Dean and supervisor will review the requested position description updates and determines if a reclassification is necessary and appropriate. Reclassifications will be considered based on the needs of the unit and the appropriateness of employee roles and responsibilities as well as the employee’s performance history. During the annual performance review process, if a reclassification is necessary, the university’s reclassification process will be utilized. Reclassifications will be effective September 1 for annual review requests. The standard salary increase for reclassifications is 6%. Reclassifications salary increases above 6% require a strong record of exceeding performance goals and/or market salary demands.

After an employee receives a reclassification-promotion, another reclassification will not be considered for 3 years unless justified by significant changes in business needs for the unit.

**D. Policy Contact**

Andrea Garringer, Chief Administrative Officer; Garringer.11@osu.edu