



THE OHIO STATE UNIVERSITY

JOHN GLENN SCHOOL
OF PUBLIC AFFAIRS

Public Personnel Performance Evaluation Public Affairs 6890 (1 Credit Hour Skills Class) Second Session, Spring Semester 2014

Class day and time: Mondays, 5:30-7:20 pm from 3/3/14 - 4/21/14

Class location: Page Hall 0040

Instructor: Andrea Garringer, MBA, PHR

Contact: Garringer.11@osu.edu; 614-292-4551

Office hours: 350Q Page Hall, Monday 4:00-5:00 pm and by appointment

As a general rule, I will respond to emails received Monday-Friday within 24 hours. I will respond to emails received over Spring Break, holidays, and weekends within 48 hours.

Overview

Course Purpose and Perspective

The purpose of the course is to introduce management concepts and tools related to performance management for individuals in public organizations. “Hands-on” skills for managers to use in the performance evaluation process will be the primary focus.

Course Description

This course provides an overview of the performance management process including the purposes for conducting performance evaluations and an explanation of performance management components. Skills and best practices for management techniques will be taught including goal setting, metrics development, communication tactics, monitoring and documentation of performance, coaching for performance and rewards for individual performance. The course will conclude with a brief overview of legal circumstances to avoid and unique challenges to performance management in the public sector.

Student Learning Objectives

Upon successful completion of this course, students will be able to:

- (1) Analyze and explain the importance and connection between an organization’s strategic plan and the performance objectives/goals of employees within the organization;
- (2) Detect personal and team member strengths and employ communication strategies to address and motivate performance effectively;
- (3) Formulate personnel performance goals with effective metrics, monitoring, documentation, and feedback strategies;
- (4) Appraise performance and propose meaningful development and reward opportunities for employees with an awareness of potential bias and diversity issues;
- (5) Recognize the importance of basic employment law in the United States in its application to performance evaluation in public and nonprofit organizations

Time Expectations

University rules dictate that for every hour that we are in class together, approximately 2 hours of homework or reading is to be assigned. Therefore, your homework and reading assignments in this class should take no more than 3 hours per week on average. If you are spending more than 3 hours per week on homework and assigned readings, please email me or talk to me as soon as possible to discuss the homework and reading assignments.

Grading

Your grade will consist of the following items:

Class Attendance & Participation	35 Points
Homework Assignments	35 Points
Final Presentation	30 Points

Grading scale

You can earn up to 100 points for this course. The following grading scale will be used: 93 – 100 = A, 90 – 92.9 = A-, 87 – 89.9 = B+, 83 – 86.9 = B, 80 – 82.9 = B-, 77 – 79.9 = C+, 73 – 76.9 = C, 70 – 72.9 = C-, 67 – 69.9 = D+, 60–66.9 = D, < 60 points= E.

Class Attendance and Participation (35 points)

You will have the opportunity to earn 5 points per class for attendance and participation. Attendance and participation in class is vital to your success in this course. I have specifically designed the course to have limited homework and self-study assignments in order to maximize our time together in the classroom to develop and utilize “hands-on” skills for performance evaluations. As a result, laptops are highly discouraged. However, I am willing to allow them to be used in class on a limited basis as long as class discussion and participation do not suffer.

Attendance will be taken at the beginning of each class. You will earn 2 points for each class you attend fully. I will deduct 1 point for arriving 5 or more minutes late or leaving class before its end without my preapproval.

You will also have the opportunity to earn up to 3 points for participation each class. Participation will be evaluated as follows:

- 3 Points Proactive contribution, support, engagement and listening in class discussions and exercises (example: volunteers to answer questions or offer opinions); adequately prepared for class by demonstrating that assignments were completed prior to our class.
- 2 Points Passive contribution, support, engagement and listening in class discussions and exercises (example: responds when asked a question directly or gives opinion only after being prompted); demonstrates some evidence of completing assignments.
- 1 Point Little to no contribution, support, engagement and listening in class discussions and exercises (example: responds only after being asked a question directly with continued prompts by instructor); partially prepared for class by skimming or reading segments of the reading assignments prior to the assigned class date; demonstrates little evidence of completing assignments.
- 0 Points No contribution, support, engagement or listening in class discussions and exercises; unprepared for class- no evidence or indication of completing assignments prior to the assigned class date.

If you know that you will miss class or if you are ill, please email me and explain the circumstances before class to request an excused absence. You will not earn points for class these days, but your total attendance and participation points possible will be reduced by 5 for the term (i.e. if you have an excused absence, your average will be calculated from 30 possible points).

Homework (35 points)

All homework assignments must be turned in via Carmen by midnight on the dates listed on the syllabus. Unapproved late submissions will be penalized at a rate of 1 point per day beyond the due date listed on the syllabus. Extensions must be approved in advance in writing.

If you cannot deliver an assignment through Carmen by midnight, you are responsible for submitting assigned material to me through some other means (e.g., Page Hall 110B, fax 614-292-2548, or email a Microsoft Word document [no other file types, please] to garringer.11@osu.edu). Informing me of your intention to be absent does not waive your obligation to submit assigned work.

Final Presentation (30 points)

Our final class will consist of a “role play” performance evaluation conversation between a manager and his/her supervisee. The purpose of this exercise is to demonstrate skills learned in this course. Detailed information on this assignment will be handed out in class.

Grade appeals

Grades on assignments and exams are intended to reflect the overall quality of performance of the student. You may appeal your grade on an assignment if you think the grade does not reflect the quality of your performance on the assignment. To appeal a grade, submit a clear written explanation describing why you believe the assigned grade is inappropriate within one week after your work is returned. I will carefully consider all such appeals. I will not re-grade an individual component of an assignment; instead I will re-grade the entire assignment. As a result, the final grade for the re-graded assignment may be greater than, less than, or equal to the original grade.

Misconduct

Academic and personal misconduct are defined and dealt with according to the procedures in the Code of Student Conduct (http://studentaffairs.osu.edu/resource_csc.asp). Your work should be original. Excessive quotation and paraphrasing of other’s work with or without citation will not be accepted.

Required Readings

Required readings

Required readings will be uploaded to Carmen. Students are expected to read the materials and be prepared to discuss them in class according to the syllabus.

“Students with disabilities that have been certified by the Office for Disability Services will be appropriately accommodated and should inform the instructor as soon as possible of their needs. The Office for Disability Services is located in 150 Pomerene Hall, 1760 Neil Avenue; telephone 292-3307, TDD 292-0901; <http://www.ods.ohio-state.edu/>.”

SAMPLE

SYLLABUS

<u>Date</u>	<u>Topic</u>	<u>Reading Assignment</u>	<u>Homework Assignment</u> <u>Must be Uploaded to Carmen by Midnight Before the Next Class</u>
3/3	Introduction to Performance Evaluation	Read StrengthsQuest Excerpts on Carmen	<ul style="list-style-type: none"> • Complete and submit online StrengthsFinder Assessment (1 point) • Upload Signature Themes Report to Carmen by midnight on 3/16
3/10	No Class-Spring Break		
3/17	Assessing Strengths and Communication Strategies to Address and Motivate Performance	Read “ <i>Achieving High Performance in the Public Sector</i> ” (article)	<ul style="list-style-type: none"> • Complete Strengths Writing Assignment (9 points) – upload completed assignment to Carmen by midnight on 3/24
3/24	Evaluating and Developing Performance Goals, Metrics, Monitoring and Documentation Systems	Read “ <i>Does Performance Management Affect Job Turnover Intention in the Federal Government?</i> ” (article)	<ul style="list-style-type: none"> • Begin working on Goal Setting Assignment
3/31	Coaching for Performance, Development and Rewards	Read “ <i>Systematic Bias in Federal Performance Evaluations</i> ” (article) Read “ <i>Banks Aim for Diversity at the Top</i> ” (article)	<ul style="list-style-type: none"> • Complete Goal Setting Assignment (15 points) - upload completed assignment to Carmen by midnight on 4/6
4/7	Legal Considerations, Diversity Considerations, and Unique Challenges for Performance Evaluation in the Public Sector	Read “ <i>Strategic Human Resource Practices: Introducing Alternatives for Organizational Performance Improvement in the Public Sector</i> ” (article)	<ul style="list-style-type: none"> • Complete Mid-Year Check-In Assignment (10 points) - upload completed assignment to Carmen by midnight on 4/13
4/14	Conducting the Annual Performance Evaluation Meeting		<ul style="list-style-type: none"> • Prepare for Final Presentation
4/21	Final Presentations		<ul style="list-style-type: none"> • Complete Course Evaluation Online