

Performance Management Best Practices

Performance management should be done every day, not one time each year.

Performance Management is a systematic process that, when followed from start to finish, will help create a nurturing performance-based culture in which each employee's individual goals and performance expectations are aligned with the agency's objectives. Through this process, the employee receives meaningful and objective feedback.

Performance management provides Raters an ongoing opportunity to address what the employee does well and point out areas of improvement. Performance management is an important avenue toward engaging employees in outcome-based work that aligns with the agency's mission and ensuring that employees are developing into superior contributors to the State's workforce.

Raters should establish employee goals at the beginning of each evaluation cycle.

It's recommended that Raters establish 3-5 goals within an employee's evaluation. While there is no right or wrong method for determining these goals, there are many practices that can make the process less stressful. Communicating with your employees (i.e. asking them what they wish to be evaluated on, understanding what they do on a daily basis, how would they like to grow within their current/future role) is the most beneficial way, along with seeking goals from the Position Description on file, or incorporating various unit or departmental goals.

Raters should utilize the provided competencies.

The State of Ohio currently utilizes a self-created bank of over 40 competencies that evaluate employee behavior. These are utilized in three (3) distinct categories: Statewide, Agency, and Classification Competencies. All State of Ohio employees are required to be evaluated on the Statewide Competency of *Customer Focus*. Agency Competencies are set by individual agencies' Performance Evaluation policies, and therefore are not necessarily required. It's always wise to check with your agency's Human Resource Department to see if an Agency Competency is required. As of July 1, 2016 all Classification Competencies have been pre-loaded into ePerformance for both bargaining unit and exempt employees. While the ability to select additional competencies is available, it is recommended that no edits be made to this section.

Raters and employees should talk about performance throughout the year.

While there may not be a specific policy that outlines how often a Rater should meet with his/her employees, it is a best practice to schedule regular touchpoint meetings with staff members. At a minimum, a touchpoint meeting should be held with each staff member at least at the midpoint of the rating period, but ideally a quarterly touchpoint is best. During these touchpoints, the employee's progress toward achieving his/her goals should be discussed, along with any barriers encountered and resources or assistance needed. Please contact your agency's Human Resources Department regarding any agency-specific requirements.