

## **Performance Management FAQs**

### **Who is required to have an annual review?**

The State of Ohio requires that all Classified employees receive an annual performance evaluation. The Ohio Administrative Code 123:1-29-01 requires that employees be evaluated with respect to performance efficiency twice during the employee's probationary period and once each calendar year thereafter.

### **I have so much to do and a large number of employees. How do I make time to do a performance evaluation?**

Planning is the key. Try creating a simple plan to help you evaluate and monitor employee performance. You may even want to identify goals that can be applied to several positions. Remember, this is an opportunity for you to engage your employees in the performance of their work.

### **I am not confident in my computer skills. Is there training to help me use ePerformance?**

ePerformance training is provided in the fall and spring each year. Please look for training dates in the [Annual Learning and Professional Development Catalog](#). Registration for these training sessions is via myOhio.gov's ELM.

### **My employees don't like performance evaluations. How do I help them see the value in this process?**

Encourage your employees by informing them that this is a tool to document their progress in achieving your performance expectations as well as developing their knowledge, skills, and abilities. The performance evaluation is also a way to recognize and document employees' accomplishments.

### **How do I develop goals for my employees?**

Use the SMART method to help establish well-defined goals. When properly written, SMART goals give the employee clear expectations. Goals should be **s**pecific, **m**easurable, **a**ttainable, **r**ealistic and **t**imely. You may want to attend the Lead Ohio: Foundations of Supervision course entitled "Goal Setting" for hands-on practice and assistance. Your agency's Human Resources Department is also another good resource for assistance.

## **What do I do if my employees don't agree with my ratings?**

Performance should be discussed with the employee throughout the rating period, so the employee should be aware of his/her performance at all times. If an employee wishes to dispute the evaluation, he/she may do so pursuant to his/her agency's Performance Evaluation Policy, which outlines agency-specific evaluation appeal procedures.

Once all internal appeal processes have been exhausted, employees who are exempt from collective bargaining are also able to appeal evaluations to the Director of the Department of Administrative Services (outlined in Ohio Administrative Code [123:1-29-03](#)).

Note that, in order to appeal an evaluation, the employee *must* acknowledge the evaluation. If the employee refuses, he/she loses all appeal rights.

## **When an employee is on leave during the time of their review, how are their reviews handled?**

Typically, if the employee is on leave when the Rater is setting goals, the goals should not be finalized until the employee returns from leave. If the employee is on leave when the document needs to be acknowledged, the Rater should keep the document in an In Progress status until the employee returns and can acknowledge it him/herself.

## **What should I do if I have an employee who is not meeting performance standards?**

If an employee is not meeting performance standards, the Rater should first consult his/her Human Resources Department to help with outlining the employee's poor performance areas. Next, the Rater should have a discussion with the employee, then create a performance improvement plan to formalize and document the required areas of improvement.

## **At what point throughout the performance rating period do I begin a performance improvement plan? Career development plan?**

A performance improvement plan or a career development plan can be created at any time within the rating period. A performance improvement plan is *required* if an employee's overall performance rating is below "Meets Expectations".

## **At what point do I create documents for the employees that I supervise?**

For annual reviews, refer to the agency-specific review cycle. These documents should be created about 30 days after a new rating period begins. For mid-probationary reviews, the document should be created about 15 days after the employee's hire date. For final probationary reviews, the document should be created about 15 days after the employee's mid-probationary date.

## **What types of topics should I cover in the annual review with my employee(s)?**

Topics that should be discussed should include strengths, areas of opportunity, successful projects, and other topics that were discussed during touchpoints that occurred throughout the year. Remember, even though annual review is only required once a year, Raters should always strive to provide continuous feedback.

## **What items should I consider when evaluating my employee's performance?**

Typical items to consider include emails from customers, peers, or management staff (whether positive or constructive); project plans and subsequent progress achieved; and behavior-focused examples.

Note that there are a few items that should *not* be considered when evaluating performance. These items include:

- Personal information, such as home address or social security number,
- Medical information, and
- Discipline.