
Applies to: Staff

Responsible Office

Human Resources

POLICY STATEMENT

Performance management is intended to be an ongoing process of communication between the supervisor and the employee, focused on helping the employee achieve his or her best workplace results. An effective performance management system accomplishes the following goals:

- Provides direction and clarifies performance expectations;
- Provides feedback and coaching to the staff member concerning job performance, both what is done well and what needs improvement;
- Identifies training and professional development needs;
- Serves as documentation of performance;
- Serves as data for human resource decisions.

Purpose of the Policy

To assure an effective performance management system.

Policy Details

I. Performance management system

The college supports a performance management system that should include the four components listed below. With each department, these items may not be present, or they may be present in another form. They do not constitute terms or conditions of employment.

A. Performance Planning

Clear performance expectations should be communicated to the employee. These expectations should help the employee align individual goals with those of the department and the college.

B. Coaching

Coaching employees for improved performance is an integral part of performance management at the college. Coaching may take various forms, from observation and informal direction to formal meetings and written documentation, and should occur on a regular basis.

C. Multiple sources of feedback

To increase the potential for improvement, it is helpful for staff to receive feedback from more than one source. Customers, peers, and direct reports can provide important feedback to supplement the observations of the supervisor.

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.

PROCEDURE

- I. The Office of Human Resources provides procedures and forms to support performance management system practices, and tools are available on the [Performance Management website](#). In addition, departments have the option to customize performance management procedures and forms in consultation with the Office of Human Resources.

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II. Guidelines

The performance review component warrants particular guidelines due to its significance in providing data for critical human resource decisions.

- A. The Office of Human Resources coordinates the evaluation process with appropriate administrators and supervisors and provides procedures and forms to support performance management system practices.
- B. Supervisors shall conduct performance reviews of all staff members at least once a year. Supervisors may conduct additional reviews mid-cycle as needed.
- C. Review forms should be discussed and signed by the employee, the supervisor and the appropriate senior level administrator. The employee should receive a copy of the form, and the original should be forwarded to the Office of Human Resources.
 1. A staff member's signature indicates only that the form has been reviewed and discussed with him or her. It does not imply agreement with the review.
 2. Performance reviews should be forwarded to the Office of Human Resources for inclusion in the employee's personnel file.

Responsibilities

Position or Office	Responsibilities
Supervisor	<ol style="list-style-type: none"> 1. Maintain, and review with each staff member, the detailed position description; 2. Maintain records documenting that objectives have been reviewed with, and understood by, the staff member and to assure that reasonable resources are provided to accomplish objectives.
Staff member	<ol style="list-style-type: none"> 1. Understand their job duties/responsibilities and to seek clarification when needed from their supervisor; 2. Understand the objectives and to seek clarification when needed from their supervisor.

Resources (required for any resource referenced in the policy; divide into subcategories if possible, to help the user [e.g. forms, letters, websites, etc.])

- [Performance planning and appraisal form](#)
 - Completed throughout the performance appraisal year for all planning, check-in meetings and annual appraisals;
 - **Note:** If you have Office 2010 or later, you may be presented with a screen asking if you want to open or save the file. Select "save." Once saved, you will be able to open and edit the document.

Contacts

Subject	Office	Telephone	E-mail/URL
Policy interpretation	Human Resources	740-366-9367	https://go.cotc.edu/hr

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