



Performance Management and Development Spotlight for Supervisors

MAY 2020

The ongoing phases of the **Performance Management and Development Cycle** are **Coaching & Development**.

Coaching is a **participative development process** between the supervisor and employee with the aim of providing targeted guidance in achieving measurable improvement toward a stated goal, objective, or performance issue. During a coaching conversation, whether **in-person** or **virtual**, the employee and supervisor meet regularly to assess progress, discuss changes in expectations and/or goals, and determine if additional support is needed. It is important that supervisors begin to shift from a corrective approach to one that supports the development of employees.



Within ePerformance, there are two specific documents that can assist supervisors and employees in the **Coaching & Development** phases: the **Performance Improvement Plan (PIP)** and the **Career Development Plan (CDP)**. The PIP outlines the development objectives that an employee **MUST** perform to improve performance expectations.

These documents are **created by the supervisor**, at any point, during the Annual Cycle and follow a specific timeframe during which the employee will achieve improvement. The CDP serves as a formalized outline of development opportunities which the employee **WOULD LIKE** to accomplish within a selected timeframe. CDPs can be created at any time, by either the supervisor or employee.

Learning on Demand

Below are available resources to assist you in exploring more on the *Coaching & Development Phases*.

- **Coaching Techniques that Inspire Coachees to Action**
[Course, 25 minutes](#)
- **Coaching & Mentoring are the Key to Leadership Development**
[Video, 3 minutes](#)
- **Good Coaches Ask Questions**
[Video, 4 minutes](#)

To learn more about the **Coaching & Development Phases** and other aspects of **Performance Management & Development**, you can visit **Learning on Demand** by clicking on the link below.

- ❖ Go to MyOhio.gov.
- ❖ Sign on with your OH|ID Workforce User ID and Password. User IDs and Passwords are case sensitive. Be sure your caps lock key is off.
- ❖ Click **My Workspace**, then select **Applications** and click **Learning on Demand**.

NOTE: Please **review and adhere** to your agency's training and development policies, procedures, and guidelines regarding the use of Learning on Demand resources and tools.

ePerformance System

Below are available resources to assist you in exploring more on the *Coaching & Development Phases*.

- **Manager Rater Quick Reference Guide** – [PDF](#)
- **Creating an Employee Career Development Plan (CDP)** – [PDF](#) / [VIDEO](#)
- **Creating a Performance Improvement Plan (PIP)** – [PDF](#) / [VIDEO](#)

Tips and Tricks

- ❖ PIP's are broken into two sections: **Improvement Opportunity** and **Improvement Plan**. The Opportunity section serves as the overarching area **targeted** for improvement (e.g., employee improves upon Customer Focus knowledge and skills). The Plan section focuses on the steps the employee will take to achieve each Opportunity listed, with a date field provided for specific timeframes (e.g., DAS-offered training courses, peer shadowing/mentoring).
- ❖ CDP's are broken into four sections: **Career Enhancement Goals**; **Personal Learning Goals**; **Developmental Objectives**; and **Developmental Training Assignments**. A common example used within a CDP might be a promotional opportunity (i.e. Career Enhancement) or earning a master's degree (i.e. Personal Learning Goal). More specific definitions of the sections can be found within the Job Aid link above.

To learn more about the ePerformance system and its features, employees can visit our ePerformance Toolkit by clicking the link below:

- ❖ Go to [ePerformance Toolkit](#)

For more information about **Performance Management and Development**, email ePerformance@das.ohio.gov or call 614-728-8973.

Engaging and Developing Talent