

Performance Management Glossary

Ad Hoc Evaluation: a performance review that is used as needed. An ad hoc evaluation should be used if an underperforming employee's step date does not fall near the annual performance review cycle to document the need for withholding the employee's next step increase. Also, this evaluation type should be used at the conclusion of a Performance Improvement Plan to document sufficient improved performance.

Annual Evaluation: a performance review that evaluates an entire year of performance. Classified non-probationary employees are required to receive an evaluation every year (see Ohio Administrative Code 123:1-29-01).

Probationary Evaluation: a performance review for newly hired or promoted employees. Classified probationary employees are required to receive an evaluation at both the midpoint at the end of the probationary period (see Ohio Administrative Code 123:1-29-01).

Career Development Plan: a CDP should be used when an employee would like to voluntarily improve some aspect of his or her performance. Because the CDP is voluntary, there should not be punishment or other consequences for not meeting expectations.

Performance Improvement Plan: a PIP should be used when performance is not meeting expectations. Its purpose is to document the issue, what steps will be taken to correct the issue, how the performance improvement will be measured, and what the timeline for improvement is. A PIP should be used as an opportunity to provide in-depth, targeted coaching for employees who are not meeting a Rater's overall performance expectations.

Goals: specific, measurable tasks or actions which drive performance toward achievement.

Supporting elements of goals include:

- Agreed upon goal statements between supervisors and employees;
- Activities and work products that are created by employees to support the agency's purpose or mission; and
- Duties that are to be fulfilled which are reflected by employee behaviors.

Competency: the observable and measurable knowledge, skills, and abilities required for successful job performance.

SMART Goal: a goal that includes components that are Specific, Measurable, Achievable, Relevant, and Time-bound.

Coaching: a participative development process between two individuals with the aim of providing targeted guidance in achieving measurable improvement toward a stated objective or issue.

Mentor: a long-term method of career development in which a mentor in a leadership role is matched with a less experienced protégé for the purpose of imparting guidance and advice from the mentor's experience and perspective.