
Performance Culture
Ohio State is committed to fostering a high performance culture. Engaging in a robust performance management process fosters a high-performance, high-engagement environment by setting clear performance expectations, aligning individuals’ work with department and university goals, and creating an environment that promotes regular, two-way conversation about progress. It also meets staff’s needs for ongoing feedback, and the identification of opportunities for professional development.

Performance Review
Use process and timeline on the Extension HR website (http://extensionhr.osu.edu/perfmgmt/reviewprocess.html) to guide the collection of information, including discussions with employee, and writing a draft of the performance review with ratings. The written performance review is not given to the employee or ratings discussed until after managers come together for the calibration process and alignment process is complete.

Calibration of Performance Scores
Calibration is a process in which multiple managers come together for a discussion facilitated by regional directors or unit leaders to discuss the performance rating proposed for each employee. One key purpose of these meetings is to improve consistency of ratings across different managers for employees with similar job descriptions. The goal of calibration is to eliminate the issue of one manager’s "easy" rating system versus another being a "tough" rater. The calibration process works to ensure managers share an understanding of the core competencies, are making objective assessments of employee behavior / past performance and begin to use similar language to describe similar levels of accomplishment when providing feedback. Managers hold each other accountable for effectively differentiating exceptional performance from those who competently carry out duties or need to improve performance. Improving the fairness and accuracy of appraisals is important as ratings impact the compensation process. See Performance Review Calibration for additional details on calibration.

Groups for Calibration of Performance Ratings
Groups for calibration of performance ratings are:

1. Educators – RDs calibrate together for educators across the state by faculty and A&P educators.
2. Region (support staff, program staff, and SNAP-Ed) – RDs facilitate discussions with CEDs by EERA.
3. EFNEP program assistants – Leader, Community Nutrition calibrates ratings across the state
with EFNEP supervisors.

4. **State-based units** (Administration, PDE, HR, Business Office) – supervisors calibrate performance ratings across these units.

5. **Assistant Directors** – ADs will calibrate together for their unit/direct reports.

**Performance Ratings Sent to Extension HR Following Calibration**

1. **County Directors** send their completed performance ratings spreadsheet to their RD.
2. **Regional Directors** combine all spreadsheets into one for their region and submit to Extension HR.
3. **Leader, Community Nutrition** submits the EFNEP spreadsheet to Extension HR.
4. **State-based** unit heads submit their spreadsheet to Extension HR.
5. **Assistant Directors** submit their spreadsheets to Extension HR.

**Compensation Policy for Faculty and Staff**

The university’s compensation philosophy provides a market-based, performance-driven framework for compensation. All recommended increases must be based on performance, market and/or equity considerations. There are no across-the-board or automatic increases. The compensation process is to be used to inspire achievement and to reinforce performance and accountability.

**Annual Merit Compensation Process and Guidelines**

The College establishes annual salary guidelines in accordance with guidelines set by the university. These can be found at the following web sites: University guidelines - [http://hr.osu.edu/comp/guidance.pdf](http://hr.osu.edu/comp/guidance.pdf); CFAES College Compensation Policy - [http://cfaes.osu.edu/faculty-staff/college-specific-policies-and-information](http://cfaes.osu.edu/faculty-staff/college-specific-policies-and-information). Extension Administration will follow University and College guidelines to determine the distribution of merit across the department.

**References**


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