

### Performance Management

**Performance management is a means of getting better results by managing performance within an agreed framework of goals, standards and competence requirements.** It is a process to establish a shared understanding about what is to be achieved, and an approach to managing and developing people in order to achieve it.

The key to performance management is that it is **forward looking and constructive**. Objective-setting gives employees the security in knowing exactly what is expected of them, and this is agreed at the outset with the manager, thus identifying unrealistic expectations. The employee at the outset can indicate the resources needed.

### The Process of Performance Management

(Performance Appraisal, Training and Development, Reward Management, Career Plan, Career Development)

**Step 1: Identify the Requirements and Competences required to carry Business Plan.**

**Step 2: Draw Up A Performance Agreement.** Defining the expectations of the *individual or team*, covering *standards of performance*, *performance indicators* and the *skills and competences people need*.

**Step 3: (Appraisal- Before & After or Pre & Post) Draw Up A Performance and Development Plan With The Individual.** *These record the actions needed to improve performance*, normally covering development in the current job. They are discussed with job holders and will cover, typically:

- The areas of performance the individual feels in need of development
- What the individual and manager agree is needed to enhance performance
- Development and training initiatives

**Step 4: (Appraisal- Before & After or Pre & Post) Manage Performance Continually Throughout The Year.** Managers can review actual performance, with more informal interim reviews at various of the year.

- **High performance** is reinforced by **praise, recognition and increasing responsibility**. **Low performance** results in **coaching or counseling**.
- Work plans are updated as necessary.
- Deal with **performance problems**, by identifying what they are, establish the reasons for the shortfall, take control action and provide feedback.

**Step 5: Performance Review.** At a defined period each year, success against the plan is reviewed, but the whole point is to assess what is going to happen in future.

### Performance Appraisal

Performance appraisal is part of the system of performance management, including *goal setting, performance monitoring, feedback and improvement planning*.

It is the **systematic evaluation** of the individual with respect to his/her performance on the job and his/her potential for development.

Performance appraisal is a formal structured system of measuring and evaluating an employee's job-related behaviors and outcomes to discover how and why the employee is

# Performance Management Manual

**Western Australia. Department for  
Community Services**



## **Performance Management Manual:**

**Armstrong's Handbook of Performance Management** Michael Armstrong, 2017-12-03 Armstrong's Handbook of Performance Management addresses all areas of performance management from performance pay and giving feedback to managing underperformers and having difficult conversations so organizations can optimize staff performance. This fully updated and restructured 6th edition analyzes traditional as well as the latest developments in performance management including the shift from ratings and annual reviews. Veteran HR expert Michael Armstrong examines where these new approaches should be embraced and where traditional methods of performance management may be preferable. Packed with examples, exercises, checklists, and new case studies from organizations such as Microsoft, IBM, and Expedia, this book remains the most authoritative and engaging textbook on performance management. Supporting online resources for Armstrong's Handbook of Performance Management include an instructor's manual, a student's manual, lecture slides, a glossary of terms, and a literature review.

**Armstrong's Handbook of Performance Management** Michael Armstrong, 2022-01-03 Optimizing staff performance is a key component of achieving outstanding business results. The new edition of Armstrong's Handbook of Performance Management is an essential companion for improving employee and organizational performance. From performance pay and giving feedback to managing underperformers, this handbook addresses all areas of performance management to enable students and practitioners to understand how to assess, measure, and improve performance. This updated seventh edition contains new chapters on the meaning and development of performance management and managing performance with a remote workforce. It also covers performance leadership and multi-source feedback. Packed with examples to show how the theory applies in practice and exercises to consolidate student learning, Armstrong's Handbook of Performance Management remains an indispensable and engaging resource for securing effective performance across all aspects of the organization. Supporting online resources include an instructor's manual, lecture slides, a glossary, and a literature review.

**Armstrong on Reinventing Performance Management** Michael Armstrong, 2017-01-03 Armstrong on Reinventing Performance Management presents a holistic approach to performance management drawing on Michael Armstrong's vast research and experience. Most organizations have performance management processes in one form or another, but these are often based on formal annual reviews, forced rankings, and directly linked to pay decisions. These traditional approaches are often at the expense of ongoing, continuous feedback and focus on looking back at what has or has not been achieved rather than looking forward. Direct links to pay decisions divert attention from people development, and managers often get lost in the bureaucracy of complex forms rather than fully engaging with their people. Armstrong on Reinventing Performance Management details how to build a culture of ongoing feedback and coaching and provides case studies of how this approach to building performance has been effective in organizations including Deloitte, Gap, Expedia, and Google. Filled with practical advice including how to deal with underperformers, it enables organizations to remove overly

bureaucratic and ineffective systems based on top down judgments and ratings and demonstrates how to get line managers support for the process focusing on actionable feedback and growth      **Performance Management Manual** State Energy Commission of Western Australia. Human Resources Division,1990      **Performance Management and Appraisal** G. Edward Evans,2004 CD ROM contains performance appraisal forms in Word and Adobe Acrobat format      Performance Management Manual Stony Brook University,1992      The Performance Management System Manual Western Australia. Department for Community Services,1990      *An Assessment Manual for Medical Groups* Courtney H. Price,Darrell L. Schryver,Alys Novak,Medical Group Management Association,2002 Determine what s working in your practice and eliminate what isn t This edition shows you how to gather crucial information about your practice by listing the pertinent questions in all areas The results will help you decide which management areas to strengthen Tables and questions address external and internal environments financial management human resource management information systems operations management planning and marketing and quality improvement      **Performance Management Manual for Managers and Supervisors** Erich E. Schuttauf,1997-01-01      Internal Revenue Manual Index United States. Internal Revenue Service,2008      *Internal Revenue Manual Index, December 2008* ,2009      **Performance Management Manual** Ontario. Provincial Police,1990      *StarBriefs 2001* ,2012-12-06 This compilation probably looks like one of the craziest things a human being could spend his or her time on Yet nobody would wonder at someone taking a short walk every day after twenty five years that person would have covered a surprisingly long distance This is exactly the story behind this list which appeared first as a few pages within the directory StarGuides or whatever name it had at that time and as a distinct sister publication since 1990 The idea behind this dictionary is to offer astronomers and related space scientists practical assistance in decoding the numerous abbreviations acronyms contractions and symbols which they might encounter in all aspects of the vast range of their professional activities including traveling Perhaps it is a bit paradoxical but if scientists quickly grasp the meaning of an acronym solely in their own specific discipline they will probably encounter more difficulties when dealing with adjacent fields It is for this purpose that this dictionary might be most often used Scientists might also refer to this compilation in order to avoid identifying a project by an acronym which already has too many meanings or confused definitions      **NASA Specifications and Standards** United States. National Aeronautics and Space Administration. Scientific and Technical Information Division,1967      *Essentials of Public Service, Second Edition* Mary E. Guy,Todd L. Ely,2022-02-01 *Essentials of Public Service* is the most accessible student friendly introductory Public Administration text on the market The book prepares students for careers in today s public service whether in government or nonprofits Each chapter teaches the public service context essential public service skills and what it takes to do the job whether managing or providing direct service      **NASA Reference Publication** ,1977      *VMware VCloud Architecture Toolkit (vCAT)* John Y. Arrasjid,2014 The complete vCAT printed reference knowledge tools and validated designs for building

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**The Medical Practice Performance Management Manual** Courtney H. Price,Alys Novak,Medical Group Management Association,1993-09 Managers must know the current trends in performance management Learn how to maximize today s technology to provide critical performance data and gives ideas on classic performance triggers such as compensation self management flexibility and goal setting Includes forms checklists and other tools to help you find the right techniques to enhance your employee s performance

**The Performance Management Handbook** Editor - Mike Walters,2009-01-01 Performance management is about directing and supporting employees to work as effectively and efficiently as possible in line with the needs of the organisation We achieve effective performance management through a variety of tools and interventions at different levels in the organisation These may include strategic planning the definition of organisational goals priorities and values the identification and application of appropriate performance goals and measures for the organisation for key processes for functions and for individual employees appraisal personal development planning learning and development activities various forms of performance related payThis book aims to help managers by developing a co ordinated model of performance management that reflects both corporate objectives and key organisational interdependencies The book is constructed to reflect the process that must underpin strategic performance management

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