

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

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Marc Holzer, Andrew Ballard



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