

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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disciplinary thematic areas of oceans management and policy require stocktaking of the state of knowledge on ecosystem services being derived from coastal and marine areas Recently adopted Sustainable Development Goals SDGs especially Goals 14 and 15 explicitly focus on this This Handbook brings together a carefully chosen set of world class contributions from ecology economics and other development science and attempts to provide policy relevant scientific information on ecosystem services from marine and coastal ecosystems nuances of economic valuation relevant legal and sociological response policies for effective management of marine areas for enhanced human well being The contributors focus on the possible nexus of science society and science policy with the objective of informing on decision makers of the governmental agencies business and industry and civil society in general with respect to sustainable management of Oceans **Thirty Years of Public Sector Reforms in Africa** Paulos Chanie,Paschal B. Mihyo,2013 Over the past three decades African countries have been reforming their public sector with a view to improving efficiency effectiveness accountability and transparency as part of efforts to improve the delivery of public services Reform actions have included privatisation public private partnerships commercialisation and adoption of private sector approaches in managing public organisations This book put together by OSSREA reviews measures by African countries in that regard the extent to which the measures have achieved their intended results as well as the factors behind the failure to achieve those results where this was the case **Cash Transfers for Poverty Reduction** Francisco V. Ayala,David Lawson,2023-12-06 Over the past 20 years more than 100 countries have implemented social safety nets targeted at the poorest and most vulnerable Impact evaluations have shown the effectiveness of these programmes and policymakers have explored different methods of delivery including cash transfers Cash Transfers for Poverty Reduction offers the first systematic discussion of the design and implementation of poverty reduction schemes and cash transfer programmes in particular The authors also draw on their own practical experience and present global case studies to show the effects that these decisions have on operations and outcomes Featuring end of chapter questions and answers to help test your knowledge this book offers an operational guide for key stakeholders officials and students in understanding the design implementation and monitoring and evaluation of cash transfer programmes **Public Administration** Marc Holzer,Richard W. Schwester,2015-09-16 Marc Holzer and Richard W Schwester have written a fresh and highly engaging textbook for the introductory course in Public Administration Their coverage is both comprehensive and cutting edge including not only all the basic topics OT budgeting HRM but also reflecting new realities in public administration innovations in e government the importance of new technology changes in intergovernmental relations especially the emphasis on inter local and shared regional resources and public performance and accountability initiatives Public Administration has been crafted with student appeal in mind Each of the book s chapters is generously illustrated with cartoons quotes and artwork all reinforcing the book s theme that the field of public administration is rooted in the cultural and political world Each chapter is also supported with a listing of key terms

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