



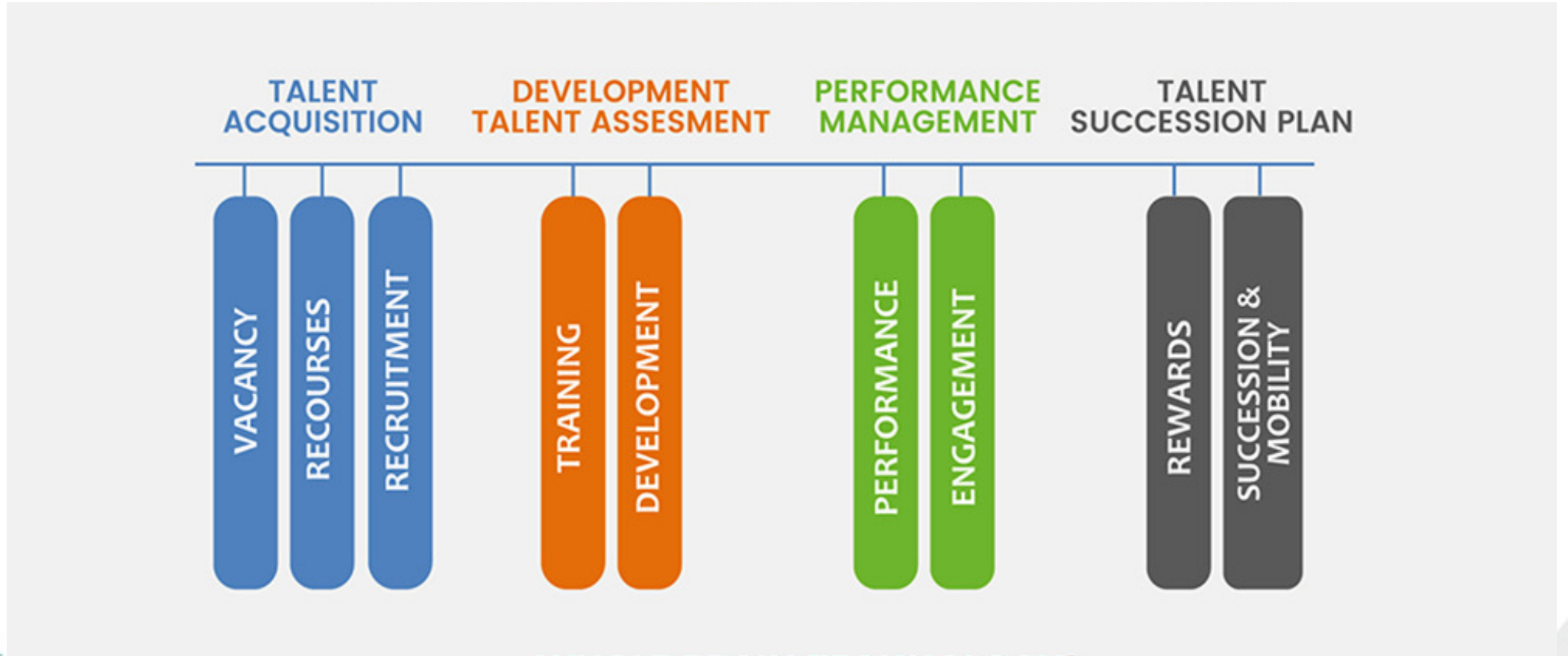
Employee Performance Management



Objectives of the Workshop

- Discuss the concept of employee performance management;
- Understand guiding principles and PM cycle;
- Understand goals setting: work goals & development goals;
- Understand PM design, development, implementation & maintenance;
- Understand implement, monitor, evaluate and report appraisal assessments;
- Summary: Fundamentals of employee PM;
- Support participants in using self appraisal tool and managers appraisal tool.

Talent Management



Performance Management

- A process by which an organisation involves its employees, as individuals and members of a group, in improving organisational effectiveness in the accomplishment of its mission and goals.
- A **continuous and flexible** process which involves managers and those whom they manage acting as **partners within a framework** that sets out how they can best work together to achieve the required results.
- A **collaborative development process** for the employees and the organization

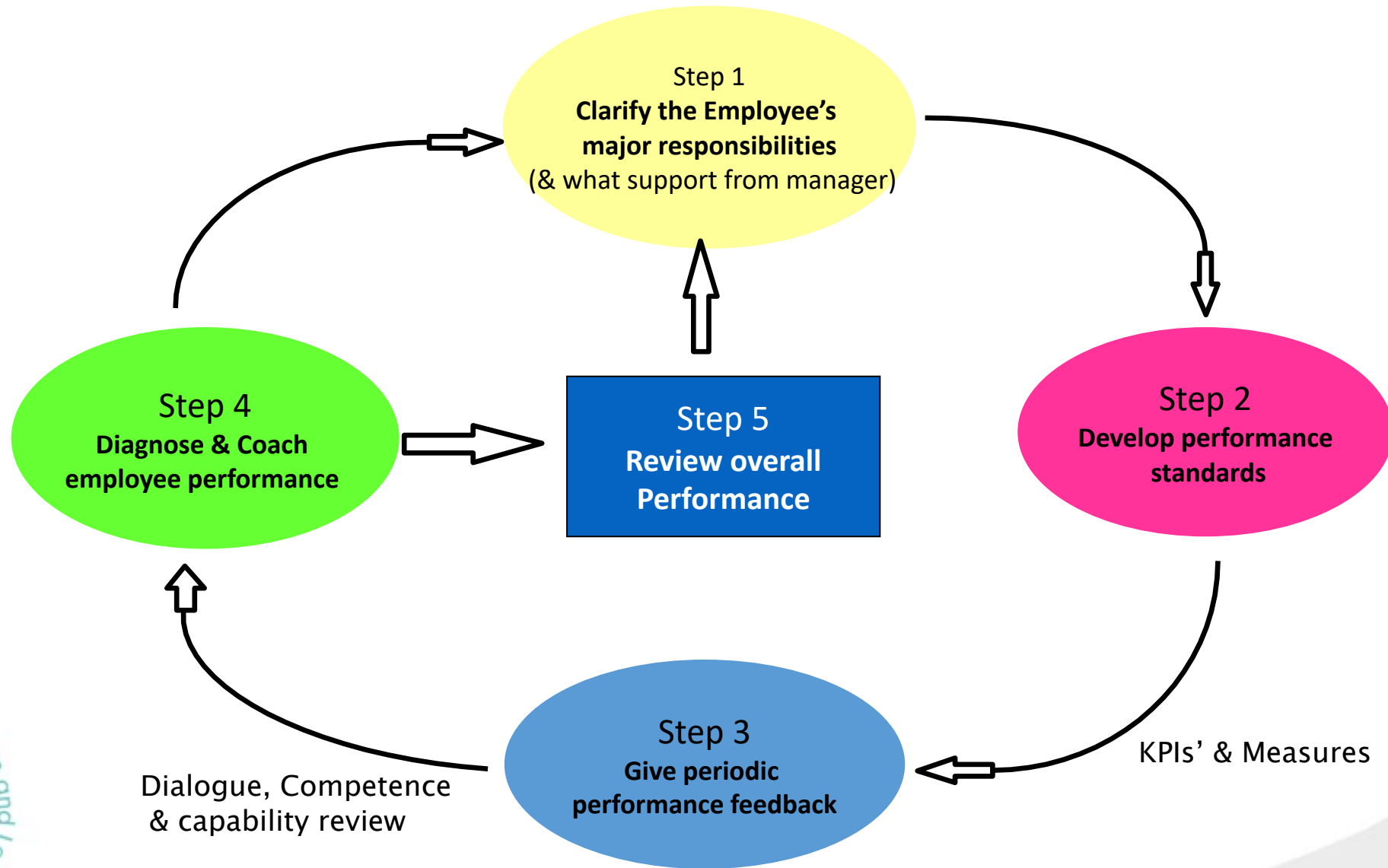
Why Manage Performance?

- To ensure the relative contributions of individual roles are articulated to overall organisational or departmental goals i.e. employee has a line of sight to organizational mandates.
- To ensure awareness of individual job roles and functions.
- To ensure an understanding of the level and nature of performance expectation.
- To ensure timely and adequate feedback on performance.
- To ensure there are opportunities for formal and informal training and development.

Why Manage Performance?

- To ensure consistently fair and objective performance assessment;
- To entrench a performance-oriented culture;
- To ensure the organisation is competitive in the marketplace.

Performance Management Cycle



Why appraise employees?

- Provides opportunity for a manager and subordinate to jointly review the subordinate's work and work-related behaviour; then develop a plan for corrective action;
- Provides a good opportunity to review the officer's career plans considering his/her shown strengths and weaknesses;
- Provides information upon which promotion and salary decisions can be made.

Types of Appraisals

- **Self Appraisal** - Extremely subjective, useful for manager identifying perception gaps & to better prepare for the face-to-face discussion.
- **Manager Appraisal (Downward)**- most well known.
 - Provides feedback on performance against set objectives, and
 - Agrees performance objectives for next assessment period.
- **Upward Appraisal** - It is a form of evaluation in which employees make assessments of their managers.
- **360 Appraisal** – Feedback from peers, colleagues and customers for rounded picture; unsuitable for all officers: extremely time consuming and only meaningful if well structured.

Performance Management definition...

A holistic process:

- Of planning, monitoring, assessing and adjusting aspects of employee performance through management control activities.
- Bringing together many elements that make up the successful practice of people management plus Learning & Development;
- Which contributes to the effective management of individuals & teams in order to achieve high levels of **organisational performance** which could be:
 - **Strategic: broad issues and long term,**
 - **Integrated: linking various aspects of government, people management, individuals and teams.**

Performance Management incorporates....

- Organisational performance improvement – through individuals, teams and organisational effectiveness;
- Learning & Development - continuous development of individuals & teams for improved performance;
- Managing behaviour – allows and fosters better working relationships; impacts culture.

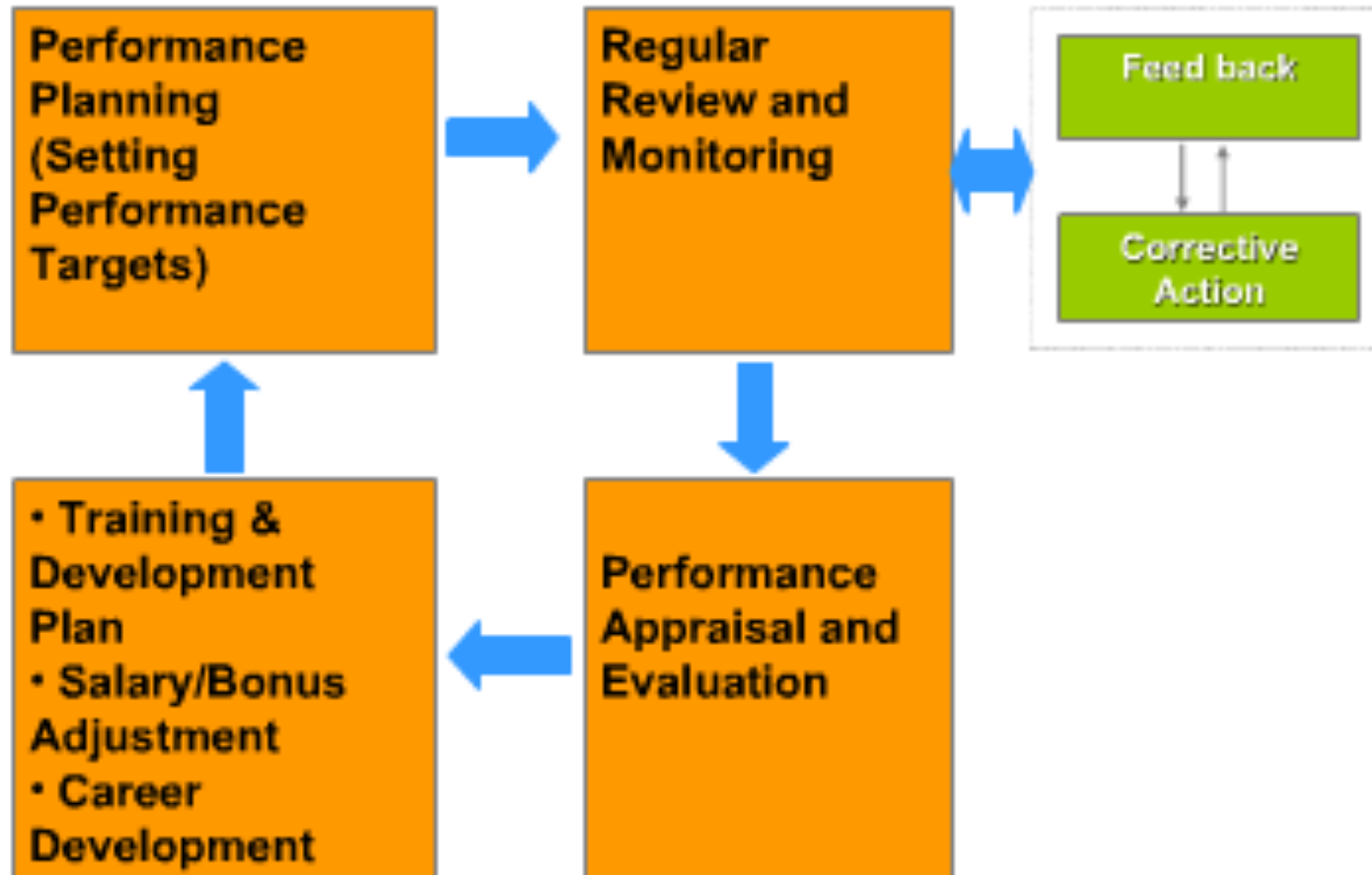
Tool:

APER: Annual Performance Evaluation Report form

PM Guiding Principles

- Individual's goals should be aligned with the unit/dept goals; unit/dept also assessed alongside individuals;
- Assessment ratings given based solely on performance;
- Goals & expectations can be modified during assessment but must be communicated to, and discussed with employee in advance of the annual assessment; **changes** should be made in **writing**;
- Performance expectations include all **job outcomes**:
 - **Impact** of employee interactions on clients;
 - **Services and products delivered** by the employee;
 - **Processes** used and **policies** followed;
 - **Organizational values** demonstrated on-the-job.

Performance Management Cycle



Appraisal meeting

- Assessment of past performance:
 - Measurement of last year's performance against specific, individual objectives
 - Feedback given on strengths and development areas, including what could have done differently
- Assessment against competencies
- Setting of future objectives:
 - agreement of individual objectives for next 12 months
 - these should build on development areas highlighted

Value is in the feedback conversation!

Performance Management Cycle

Defining
Performance
Standard/
Targets

Defining the performance standards means making sure that you and your subordinate agree on his/her duties and targets that you expect.

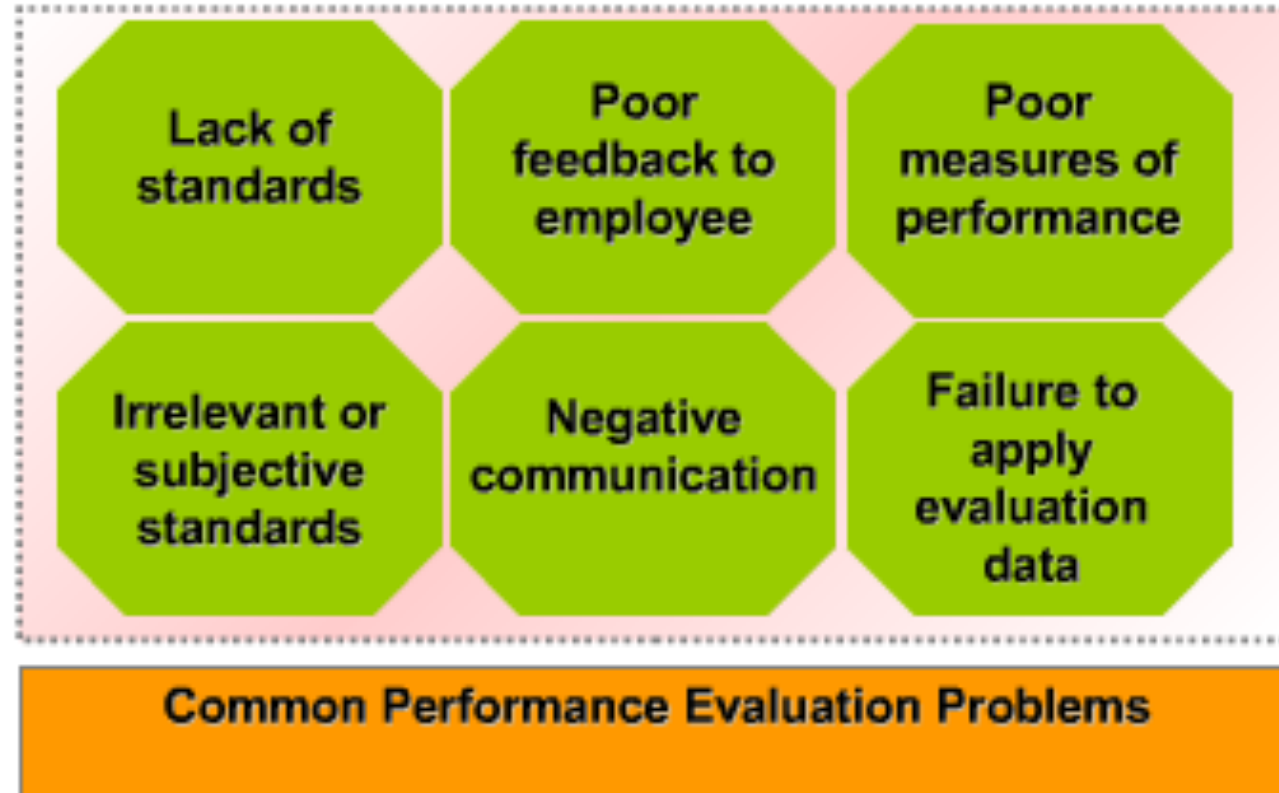
Appraising
Performance

Appraising performance includes **regular review & monitoring**: observe, coach, mentor feedback and support to appraisee; and comparing subordinate's actual performance to the standard/targets set.

Providing
Feedback for
Development

Providing feedback means discussing plans for any development (corrective action) that is required.

Problems with Performance Appraisals



Bias in the Appraisal Process

Halo Effect

The 'halo' effect occurs when a supervisor's rating of a subordinates on one trait biases the rating of that person on other traits. Opposite of 'horn' effect.

Leniency

The tendency to rate all subordinates unjustifiably high, undermining the value of the scores.

Central Tendency

The tendency to rate all employees the same way, such as rating them all average.

Bias

The tendency to allow individual differences such as age, race, and sex to affect the appraisal ratings that employees receive

Performance Appraisal Element

Performance appraisal elements have two main categories:

1. **Competencies:** It represents soft or qualitative aspects of performance (*process*)

2. **Performance Result:** Hard or quantitative aspects of performance (*result*)

1. **Competencies Score**

2. **Performance Result Score**

Overall Score

Will determine the employee's career movement, and also the reward to be earned

Promotion

Eligibility

Defined by set
promotion
criteria

AND

Merit

Defined by
performance
appraisal

Goal setting

Setting Goals

Performance Goals

Writing performance goals:

- Look at current and new unit goals;
- Look at employee's functions and how they fit;
- Look at employee's workload;
- Consider employee's interests and strengths;
- Provide a stretch if applicable. e.g.

- Produce documentation of our business processes by end of Q2 2012.
- Develop a customer satisfaction survey and disseminate to at least 70% of our external customers by April 15, 2012.
- Process all pending invoices within 30 days of receipt.



Learning & Development Goals

• Writing development goals:

- Supervisor and employee create the professional development plan together

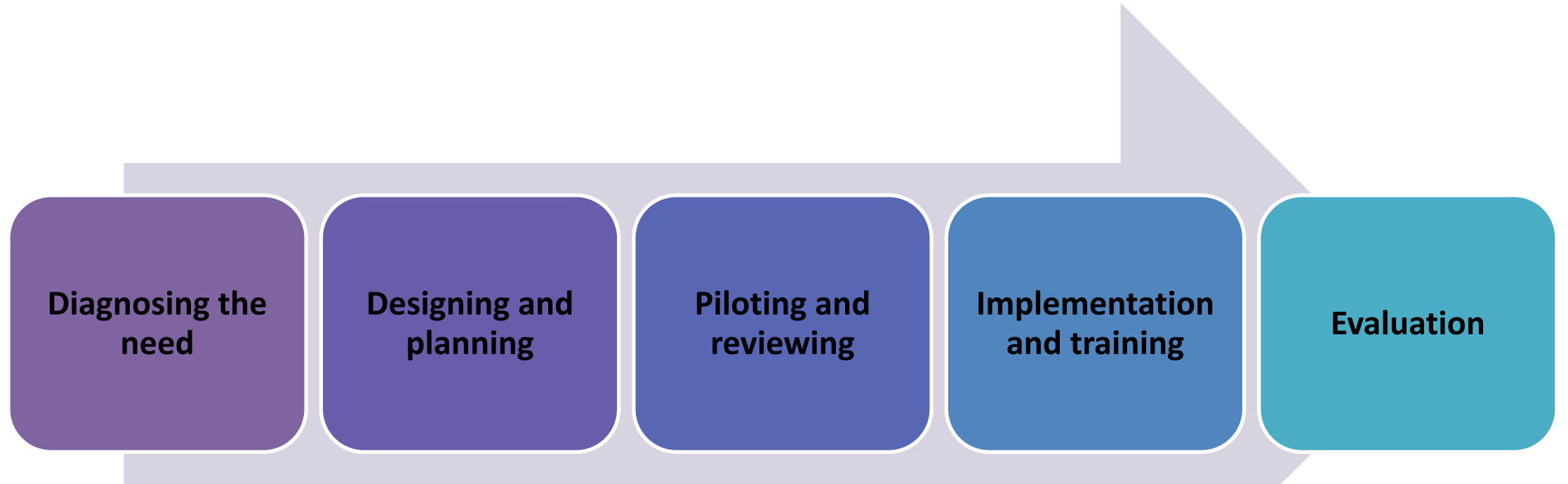
• Goals can focus on:

- Performance improvement: PIP - goals & success factors;
- Performance enhancement;
- Professional skill development related to needs of unit/department/school;
- Career mobility.

• There should be at least one, but not more than three development goals at any one time.

Performance management design, development, implementation & maintenance

Performance management design, development, implementation & maintenance



Diagnosis

- Establish the needs of all stakeholders, problems to be addressed.
- Identify: a) systems working well, and b) elements working well, and aspects that are receiving negative feedback from users.

Design & Plan

- Situation analysis: aims, success, challenges criteria.
- Summary of process; roles of stakeholders, & stakeholders expectations.
- Assessment of resources required; plan and communication strategy.
- M&E plan against agreed success factors.

Pilot & Plan

- Pilot process should test the ease with which any documentation can be completed.
- Understanding both appraisees and appraisers of the process, and aims and objectives.

Implementation and Train

- Define accountabilities & key result areas; define objectives, identify performance measures; assess.
- Give and receive feedback, question and listen.
- Identify development needs (corrective actions), develop and implement personal development plans
- Diagnose and solve performance problems, coach, mentor, train, develop capacities e.g. Learning sets

Evaluation

- Conduct opinion surveys/questionnaires immediately following a review meeting.
- Collect feedback from managers, colleagues; make fair judgements and positive recommendations.

Reliable Appraisal Assessment

Reliable Appraisal Assessment

- Appraisals regularly record an assessment of an employee's performance, potential and development needs.

Use Appraisal Ratings

- Main Objectives:

- To review employees' performance and determine their potentials.
- To benefit both employers and employees by: a) improve job performance, b) make it easier to identify strengths and weaknesses, and c) determine suitability for development/learning.
- To have an ongoing and transparent process – a) employees see their appraisal reports, b) opportunity to sign the completed form, and c) express views on the appraisal

Appraising

Five steps in appraising

1. Preparation: Senior HR managers-

- Train the appraising managers;
- Provide time, resources, coach for preparation;
- Collect feedback from peers;
- Review past self appraisal;
- Hold face-to-face appraisal meetings;
- Follow up on agreed actions; and
- Finalise performance objectives. These ensure effective assessment of performance and put skill into use in the appraisal process.

Appraising

- 2. Document & Communicate:** appraisal methodology, timelines & performance objectives, etc.
- 3. Instructions:** written and given to appraising managers and officers.
- 4. Appraisal process:** should be made simple and straight forward.
- 5. Monitor:** HR managers should monitor appraisal closely and properly, modify if need be.

Fundamentals of Employee Performance Management

General approach

- Identify and agree departmental/unit functions.
- Identify and agree functions and responsibilities for staff members.
- Assign responsibilities and functions.
- Agree specific tasks and outputs with indicative performance targets with each staff member.
- Agree timeline/deadline for delivering on targets (1 year).
- Document agreed targets:
 - using e.g. a simple work planning or target setting format.
- Agree timeline for performance briefing.
- Monitor target performance, give feedback.

Determine & communicate expectations

Involve getting specific/measurable statements that answer such questions as the following:

- What duties should the employee perform?
 - What is an acceptable standard for completing the job in terms of time, quantity, quality, and budget?
 - When will we know the job is done? How will we measure its completion?
 - Which 5-7 goals will be set as individual performance targets for the year?
- In setting goals, supervisor to:
 - Encourage the employee to help determine his/her goals.
 - Builds employee's commitment to their goals.
 - Avoid setting too many goals for an employee.
 - Hold employee accountable goal attainment.
 - Ensure s/he is empowered to attain goals.

Goals should be "SMARTGESI"

Determine & provide resources and tools

- Supervisors to plan for, and provide, the assistance and resources needed:
 - By their employees to meet their performance goals.
- For example:
 - Equipment, materials or facilities to do their jobs.
 - Additional assistance from other employees.
 - Authorization for employees to do the job.
 - Coaching, mentoring, shadowing and training etc.

Use Performance Planning Tools

- Job Descriptions
- Performance Standards Worksheet

Elements of a Performance Standards Worksheet

- **Critical Job Responsibilities:**
 - Define 5-7 most critical JDs & responsibilities.
- **Specific, Observable Behaviors:**
 - Behaviors/standards (in respect of KPIs stated in JDs) that demonstrate successful completion of each responsibility.
 - May be linked to 3-5 relevant competences associated with the job.
 - Develop a list of competences from which 3-5 may be used as relevant to specific staff categories or groups of employees.
- **Assessment Rating:**
 - how to assess the extent to which standards/targets are met.
 - indication of the best methods to be used for arriving at performance rating; e.g.
 - **Direct observation**
 - **Meetings with the employee**
 - **Feedback from others (peers/co-workers, or clients)**
 - **Employee's self-assessment**
 - **Review of reports**
 - **Measurement of cost, time, quality, or quantity**

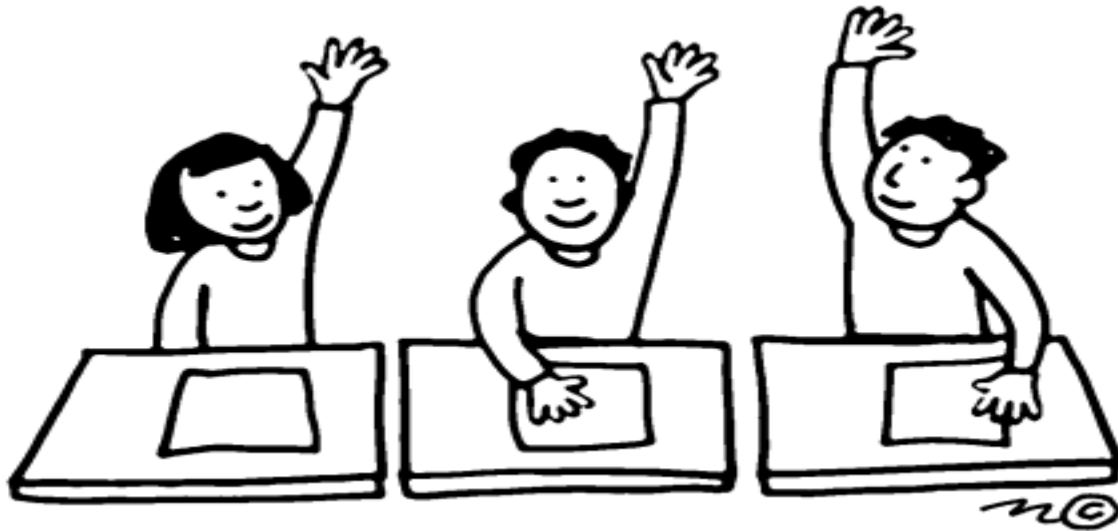
Online Performance Management

Major features:

- Set and agree key performance indicators (KPIs);
- Input agreed indicators;
- Periodic discussion and measurement of progress (feedback) on KPIs;
- Cumulative performance result;
- Linked to improved personal and corporate goal attainment;
- Linked to personal development, reward and career progression;
- Strong system control on interference.

Discussion

- Comments and Clarifications
- Next Steps



Questions, Comments, Observations

THANKS