

Performance Management & Development System

Please see your organisations website for performance management in your organisation.

Performance Management is a way of describing how a person's individual work performance, career and development needs are managed.

'Your contribution matters'

For an Organisation to be successful, it has to get the best out of its resources. Most companies have created systems that help their people use their resources more efficiently. The Performance Management and Development System is about enabling people to contribute more effectively. It's ultimately about enabling each organisation to deliver a better service.

'The values and culture'

Performance management systems vary according to Organisation and sector. It's important to choose a system that reflects the values and culture of the Organisation. That's why we have opted for a developmental approach. The emphasis is on management rather than appraisal, managing development and careers so as to improve the chances of achieving success.

Performance Management comes down to asking yourself four simple questions:

1. *What is my role in my team/unit?*
2. *What must I achieve to fulfil my role successfully?*
3. *How am I getting on at the moment?*
4. *What do I need to do to improve?*

Performance Management considers how we perform against our goals, but it's wider than that. It also looks at how we do our jobs – looking at why we perform the way we do against the objectives set and how we could do better.

The result is a system that allows us to improve and which can be applied across all organisations but which is flexible enough to be customised to meet the specific needs of each business area or organisational unit.

For our own Performance Management and Development System, we've developed a competency-based approach that emphasises development. That means looking at the range of skills, characteristics and behaviours that each person needs to fulfil their role. On the opposite page is an overview outlining the basic competency framework.

How the Performance Management and Development System works

The diagram opposite shows how the performance management process works. It is essential that training in performance management is undertaken to ensure all employees and managers are aware of the system and how it works.

At the end of this section there are sample forms, one corresponding to each phase of the cycle. They are designed to be a support and guide to you and your manager in the implementation of the system. Some will use the forms as they currently exist, others will customise them to suit their own particular situation.

Phase 1 - Performance Planning

The first phase is the creation of a personal performance plan. You will sit down with your manager and define your role profile. This sets out the part that you play in achieving the goals set in the Business Plan. Together, you set concrete objectives, detail the deliverables (i.e. what precisely you're going to achieve) and then identify the competencies needed to do the job successfully.

Agreeing training, coaching or self-development opportunities is just as important as the setting of objectives. This means you can deal with any gaps that exist between your current level of competencies and what you need to do the job successfully. This approach benefits both you and your manager - you improve your skills and capabilities and your manager has someone on their team who is growing, learning and adding more and more value in the achievement of the objectives laid out in the Business Plan.

The combination of role profile, objectives, competencies and development needs makes up the personal performance plan for the individual jobholder.

Phase 2 - Ongoing Management of Performance

The second phase involves assessing progress against the performance plan with your manager on an ongoing basis. In practice, this will happen in day-to-day discussions with your manager and in a semi-formal way, through a series of interim review meetings, evenly spaced over the cycle.

This monitoring of performance means identifying both the areas that are going well and the areas which need improvement as the year progresses. An open and supportive climate which promotes two-way communication is important in this phase. This will allow everyone the opportunity to express their experiences and concerns frankly.

This phase makes sure that the objectives remain realistic and feed into the Business Plan. If a new objective is introduced or an old objective becomes unrealistic due to changing circumstances, the individual performance plan, the objectives and, of course, the training, self-development or coaching plans may have to be adjusted at this stage, either at an individual or team level.

Phase 3 - Annual Performance and Development Review

This phase involves you sitting down to a formal review with your manager at the end of the cycle. Together, you took at what went well and what didn't and why, both at an individual and at a team level. You look at opportunities for improving performance further. Both you and your manager will need to consider where acceptable progress is being made and where it isn't and how to deal with the difficulties.

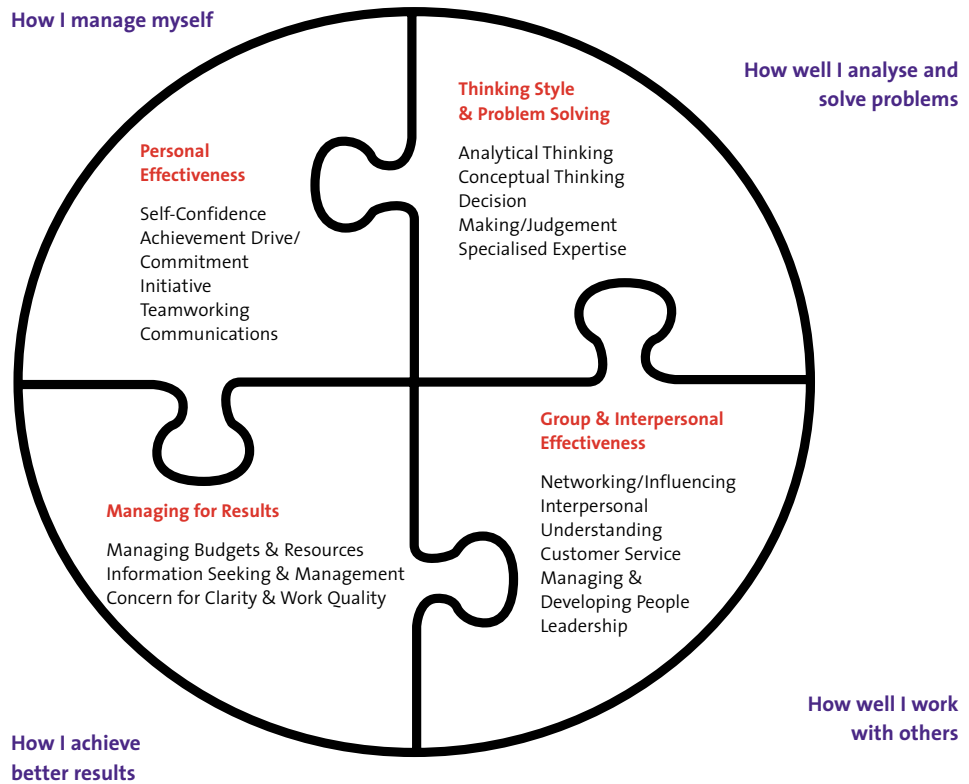
Some preparation will be required to do this successfully.

As part of the review meeting, the manager must decide on a rating. To do this, the manager must take into account your overall performance at individual and team level and consider the manner in which results were achieved. This will be explained clearly and in full in training.

This phase is a chance for you and your manager to discuss how to build on success and to work together on areas that require improvement and development.

Competency Framework – Excellence Through Performance

The competency framework covers the knowledge, skills, behaviours and attributes required to successfully accomplish a job. It focuses on 'how' the job or role is performed by identifying the elements that contribute to achieving effective performance.



'Knowledge' – What you know about a specific topic or area, e.g. knowing about legislative procedures, administrative regulations and procedures, knowledge of Acts, etc.

'Skills' – The things you need to do your job well, e.g. keyboard skills, speech-writing skills, interview techniques, organising meetings, fluency in a foreign language, etc.

'Behaviours & Attributes' – The things that are inherently important to effective working – behavioural competencies, e.g. self-confidence, commitment, teamworking, judgement, influencing, managing and developing people.