

PEOPLE PERFORMANCE MANAGEMENT

Performance Management by definition encompasses all policies, programs and activities with the purpose of assessing and/or developing team members.

PEOPLE PERFORMANCE MANAGEMENT VS RESULTS MANAGEMENT

Marsh White distinguishes between people performance management and results management. "Results" management aims to maximize the individual's contribution to the goals and objectives of the unit, area, institution or corporation.

"The human resource capability delivering the most value to the organization. "

Key Outcomes

All quotas are met or exceeded

"People" Performance Management aims to maximize the contribution to the total quality and continuous performance improvement of the individual.

"The organization delivering the most value to the human resource capability. "

Key Outcomes

Assumes that all people at any time:

KNOW WHAT'S EXPECTED OF THEM;

KNOW HOW THEY'RE DOING;

KNOW HOW TO GET BETTER.

Key Activities

- Setting/Communicating Performance Expectations
- Observing/Communicating for Development
- Evaluating/Communicating for Assessment

PEOPLE PERFORMANCE MANAGEMENT GUIDING PRINCIPLES

"Setting/Communicating Performance Expectations"

ASSURE THAT ALL PEOPLE KNOW WHAT'S EXPECTED OF THEM

A two-way communication process for defining, communicating and obtaining a mutual understanding of performance expectations and results objectives for a given time period.

Key Principle:

To encourage two-way participation of the individual in the process of establishing performance and results objectives:

- Encourage the individual's preparation for objective setting meetings;
- Encourage the individual's expression of ideas and opinions, including disagreement, when setting objectives;
- Incorporate the individual's input in performance and results objectives;
- Assure maximum understanding and commitment when setting objectives;
- Discuss potential trade-offs between objectives with different priorities;
- Provide the rationale for the priorities that are set; and
- Verify that the final definition of individual performance objectives is understood and agreed to.

"Observing/Communicating for Development"

ASSURE THAT ALL PEOPLE KNOW HOW THEY'RE DOING

ASSURE THAT ALL PEOPLE KNOW HOW TO GET BETTER

An on-going, day to day situational two-way communications process for: observing, enhancing and reviewing performance; modifying expectations; and updating priorities as required.

Key Principle:

To obtain sufficient information through observation to be able to accurately assess performance and identify barriers to performance:

- Create opportunities to make personal observations of performance;
- Identify performance problems as soon as possible;
- Gather information to measure performance throughout the period; and
- Record, where appropriate, information about performance successes and problems.

Key Principle:

To share mutual perceptions on an on-going basis about successes and problems

- Discuss performance successes and difficulties on an on-going basis;
- Positively reinforce successful performance as it occurs;
- Address performance problems as they surface; and
- Keep all objectives and priorities up-to-date as circumstances change.

Key Principle:

To provide guidance and instruction as required in the process of assisting the subordinate to meet performance and results objectives:

- Help to identify and address barriers to improved performance; and
- Directly assist the individual in discovering ways to perform more effectively.

"Evaluating/Communicating for Assessment"

ASSURE THAT ALL PEOPLE KNOW HOW THEY'RE DOING

ASSURE THAT ALL PEOPLE KNOW HOW TO GET BETTER

A periodic (usually annual) formal two-way communications appraisal process for evaluating accomplishments against performance and results objectives, identifying areas for needed improvement and development in relation to these objectives, and providing input to reward/award and promotion systems.

Key Principle:

To ensure that all performance evaluation criteria and decisions are based on objective indicators of performance in relation to established performance and results objectives:

- Avoid letting personal feelings about the individual overly influence evaluation and performance;
- Evaluate the individual based on what and how he/she contributed to the organization; and
- Focus evaluations on the requirements of the job and expectations of performance.

Key Principle:

To ensure that evaluation considerations take fully into account the positive and corrective indicators of performance relative to both current and less recent performance across the full spectrum of established objectives:

- Highlight instances of successful performance;
- Address shortfalls in performance and areas for needed improvement; and
- Consider the entire time period as the basis for evaluation.

"Evaluating/Communicating for Assessment"

ASSURE THAT ALL PEOPLE KNOW HOW THEY'RE DOING

ASSURE THAT ALL PEOPLE KNOW HOW TO GET BETTER

(Continued)

Key Principle:

To conduct all evaluation discussions in a two-way, mutually clear, participative manner:

- Communicate evaluations in a clear, supportive manner;
- Identify how the individual can continue to grow and further develop skills in current assignment;
- Assure participation of the individual in all evaluation discussions;
- Consider the individual's views in formulating the evaluation of all objectives;
and
- Check the individual's understanding of all the positive and corrective elements of the evaluation.