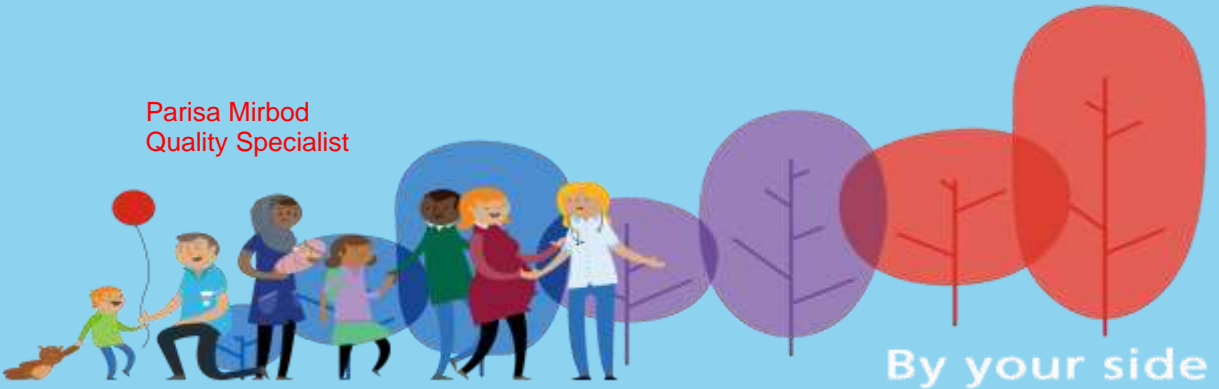


Performance management- mission impossible?

Parisa Mirbod
Quality Specialist



Conflict of Interest

No Conflict of interest



Questions

1. Whether you are introducing a new performance management system or if you are modifying an existing process, it is critical that you communicate the purpose and the steps in the performance management process to employees before it is implemented. **True** or **False**?
2. Managers need to ensure that the objectives are a good representation of the full range of duties carried out by the employee, especially those everyday tasks that can take time but are often overlooked as significant accomplishments. **True** or **False**?



4

Objectives

- An introduction to performance management
- Phase 1: Plan
- Phase 2: Develop
- Phase 3: Perform
- Phase 4: Review
- Developing a performance assessment form
- Example in real practice
- Conclusion



5

First Step

Before you embark on the development of an effective performance management system, you should take a moment to consider whether or not your organisation has practices in place to support the performance management process. These include:

- Well designed jobs and written **job descriptions**
- Effective **supervision**
- Comprehensive employee **orientation and training**
- A positive and supportive **work environment**



6

Performance Management

Performance Management is a process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organisation.

More than just an annual performance review, performance management is the continuous process of setting objectives, assessing progress and providing on-going coaching and feedback to ensure that employees are meeting their objectives and career goals.



7



Effectiveness of Performance Management System-1

- Be job specific, covering a broad range of jobs in the organization;
- Be practical and easy to understand and use;
- Provide an accurate picture of each employee's performance;
- Include a collaborative process for setting goals and reviewing performance based on two-way communication between the employee and manager;
- Monitor and measure results (what) and behaviors (how);
- Include both positive feedback for a job well done and constructive feedback when improvement is needed;
- Provide training and development opportunities for improving performance;



Effectiveness of Performance Management System-2

- Ensure that employee work plans support the strategic direction of the organisation;
- Establish clear communication between managers and employees about what they are expected to accomplish;
- Provide constructive and continuous feedback on performance;
- Identify and recognize employee accomplishments;
- Identify areas of poor performance and establish plans for improving performance;
- Support staff in achieving their work and career goals by identifying training needs and development opportunities;
- Support administrative decision-making about promotions, terminations, compensation and rewards;



10

Effectiveness of Performance Management System-3

- Provide legal documentation to demonstrate due diligence for legal challenges related to dismissal or vicarious liability (an employer can be held liable for the acts or omissions by its employees during the course of employment);
- The establishment of an effective performance management system requires time and resources and therefore, the support of the board, the executive director and other senior managers;
- When developing a new performance management process, an organisation can strike up a committee made up of employees, managers and board members to increase buy-in, understanding and support for the process;



11

Effectiveness of Performance Management System-4

- Management support to **act** upon the outcomes of the performance management process is also necessary to ensure that good performance is recognised;
- Whether you are introducing a new performance management system or if you are modifying an existing process, it is critical that you communicate the purpose and the steps in the performance management process to employees before it is implemented;
- Also remember to review your new performance management system after the first year and make adjustments as necessary;



12

“Lead from
the back and
let others believe
they are in front.”

Nelson Mandela



The performance management cycle



14

Phase 1 - Plan

The planning phase is a collaborative effort involving both managers and employees during which they will:

- Review the employee's job description to determine if it reflects the work that the employee is currently doing. If the employee has taken on new responsibilities or the job has changed significantly, the job description should be updated;
- Identify and review the links between the employee's job description, his/her work plan and the organisation's goals, objectives and strategic plan;
- Develop a work plan that outlines the tasks or deliverables to be completed, expected results and measures or standards that will be used to evaluate performance;



15

Phase 1 - Plan

- Identify three to five areas that will be key performance objectives for the year, for example:
 - The organisation's strategic plan;
 - The employee's desire to improve their outcomes;
 - A need to emphasize a particular aspect of the job at this time;
- These are objectives that are critical to overall success ;
- If the employee does not meet his/her critical objectives then overall performance will be evaluated as unsatisfactory;



16

Phase 1 - Plan

- Identify training objectives that will help the employee grow his/her skills, knowledge, and competencies related to their work;
- Identify career development objectives that can be part of longer-term career planning;
- Both the employee and manager need to sign off on the proposed work assessment plan. A copy of the plan should be given to the employee and another should be kept in his/her confidential personnel folder;



17

Setting Objectives & Measurements

- Often the most difficult part of the planning phase is finding appropriate and clear language to describe the performance objectives and measures or indicators of success;
- Managers need to ensure that the objectives are a good representation of the full range of duties carried out by the employee, especially those everyday tasks that can take time but are often overlooked as significant accomplishments;



18

Objectives & Indicators to be SMART

- **S**pecific
- **M**easurable
- **A**ttainable
- **R**ealistic
- **T**ime-bound



19

Phase 2 - Development

- The second stage of a basic performance management cycle is the development of the individual's expertise and potential, and the focus should be on:
 - Improving current expertise;
 - Allowing new skills or knowledge to be gained;
- At this stage it's crucial that the manager identifies opportunities, then provides coaching and other support as needed (or available);



20

Phase 2 - Development

“Opportunity is missed by most people because it is dressed in overalls and looks like work”

Thomas Edison



21

Phase 3 - Perform

The employee and manager should meet regularly to:

- Assess progress towards meeting performance **objectives**;
- Identify any **barriers** that may prevent the employee from accomplishing performance objectives and what needs to be done to overcome them;
- **Share** feedback on progress relative to the goals;
- Identify any **changes** that may be required to the work plan as a result of a shift in organisation priorities or if the employee is required to take on new responsibilities;
- Determine if any **extra support** is required from the manager or others to assist the employee in achieving his/her objectives;



22

Continuous Coaching

- Performance management includes coaching employees to address concerns and issues related to performance so that there is a positive contribution to the organization;
- Coaching means:
 - **providing direction, guidance, and support as required on assigned activities and tasks.**
- As a coach, managers need to recognise strengths and weaknesses of employees and work with employees to identify opportunities and methods to maximize strengths and improve weak areas;



23

Continuous Coaching

- The role of the coach is to demonstrate skills and to give the employee feedback, and reassurance while he/she practices new skills;
- Good listening skills on the part of the coach, together with the ability to deliver honest feedback, are crucial;
- In a coaching role, you are not expected to have all the answers;
- The strategic power of any coaching dialogue lies primarily in the coach's ability to ask the right questions;



24

Providing feedback

- Positive feedback involves telling someone about good performance and is a powerful motivator;
- Feedback should be, timely, specific and frequent;
- Positive feedback alerts an individual to an area in which performance could improve;
- It should always be directed to the action, not the person;
- Its purpose is to help people understand where they stand in relation to expected and/or productive job and workplace behavior;



25

Providing feedback

If an employee is not meeting performance expectations, managers need to provide constructive and honest feedback. It's important to do this when an issue first arises - before it escalates into a significant problem.

Prepare

- Think through what you want to address in the meeting, confirm the facts of the performance issue and make sure you know and can describe what happened or is happening;
- Be aware what the issue is and about the consequences if the employee's performance does not improve;
- Plan to meet in a location where there will be privacy and minimal interruptions (note that you may have to invite a union representative)
- Be calm, so that you can approach the discussion objectively and with clarity



26

Providing feedback

State the facts

- Using a non-threatening tone, describe the performance issue in an objective;
- Factual, non-judgmental way, providing specific examples;
- Identify the negative impact on people in the workplace or on the organization;

Listen

- Have the employee describe the situation from their perspective and provide an explanation. Be open to any new insights that may arise;
- Respond to denial, blaming of others, etc. by restating factual information and reviewing the negative impacts of the performance issue;
- Remain focused on the performance issue;
- Avoid putting yourself in the position to have to judge which circumstances warrant "special treatment" and those that do not;



27

Providing feedback

Agree on an action plan

- Ask the employee for their suggestions for addressing the issue and offer your suggestions if necessary;
- Agree on a specific plan of action: including what the employee will do, how they plan to do it and within what time period;
- Document the action plan and attach to employees performance management file;
- Specify the consequences for the employee if the performance issue is not resolved;

Follow up

- Monitor results and meet periodically to discuss progress;
- Provide positive reinforcement for improvement and continue to offer support;
- If the issue has not improved or been resolved over the specified time period, enact the consequences as discussed in the action plan;



28

Phase 4 — Review

- The performance assessment or appraisal meeting is an opportunity to review, summarize and highlight the employee's performance over the course of the review period.
- Self-assessment is a standard part of most performance appraisals. By using the performance plan and assessment form as a guide, employees can assess their performance in preparation for the appraisal meeting. This process can identify gaps between the employees self-perceptions and the views of the manager and can allow for more in depth discussion of these performance points during the meeting.
- Managers should review their performance management notes and documentation generated throughout the year in order to more effectively assess the employee's performance. Only issues that have already been discussed with the employee should be part of the assessment documentation and meeting. This will ensure that managers deal with performance problems when they arise and that there are no surprises during the performance assessment meeting.



29

Phase 4 — Review

- In the performance assessment meeting, employees and managers will:
- Summarise the work accomplished during the previous year relative to the set goals. Document challenges encountered during the year and identify areas for training and/or development
- Identify and discuss any unforeseen barriers to the achievement of the objectives
- The employee and the supervisor should both sign off on the form
- If an employee disagrees with any part of the performance assessment, provide them with the opportunity to attach their comments and file with their performance assessment form.
- Managers must ensure that the employee receives a copy of the assessment form and the signed document is put in the employee's file.



30

Performance Assessment

- Developing a performance assessment form;
- A performance assessment form is a tool that helps guide and document a discussion between a manager and an employee;
- A poorly designed assessment form can undermine a good performance management system;



31

“It is no use saying
“we are doing our best.”
You have to succeed in doing
what is necessary.”

Winston Churchill



32

Example in real practice

NAME

MONTH

LINE MANAGER/
MENTOR

YEAR

© QUALITYBYDESIGN

WORK
PORTFOLIO

PRINCIPAL RESPONSIBILITIES					
RANK	% OF TIME	DESCRIPTION	DAYS	LIBRO'S COMPETENCIES	TRAINING / EXPERIENCE
1					
2					



33

Final checklist-1

As stated previously, performance management has a variety of purposes, one of which is documentation should there be a legal challenge related to performance. To ensure that your performance management process is defensible:

- Base the process on well written job descriptions and job-related activities;
- Have the manager and employee collaborate on setting performance objectives;
- Establish results (objectives) and behaviors for which you can develop observable measures; avoid traits such as 'initiative' which require subjective assessments;
- Ensure that the employee keeps a copy of the performance plan (work plan) and expectations set at the beginning of the performance management cycle;



34

Final checklist-2

- Provide ongoing monitoring and feedback on performance to the employee;
- When problems are identified with performance, provide support (training, coaching, etc.) and adequate time for the performance to improve;
- Train managers on all aspects of the process and on how to reduce bias and error in assessments;
- Ensure that the performance assessment form accurately documents performance - if overall performance is poor say so;
- Do not make any notes that you would not want the employee to see because the documentation may be admissible in court (or at arbitration in a unionized workplace);
- Periodically review the performance management process to ensure that it is being applied consistently and fairly;
- Establish an appeals process;



35

Is it really mission impossible?



Questions

1. Whether you are introducing a new performance management system or if you are modifying an existing process, it is critical that you communicate the purpose and the steps in the performance management process to employees before it is implemented.

True

2. Managers need to ensure that the objectives are a good representation of the full range of duties carried out by the employee, especially those everyday tasks that can take time but are often overlooked as significant accomplishments.

True



To take home

- 1.Understanding the concept of Performance management
- 2.Understanding S.M.A.R.T
- 3.Phases of performance management



38

Thank you for listening

Parisa Mirbod

Parisa.Mirbod@bch.nhs.uk

