




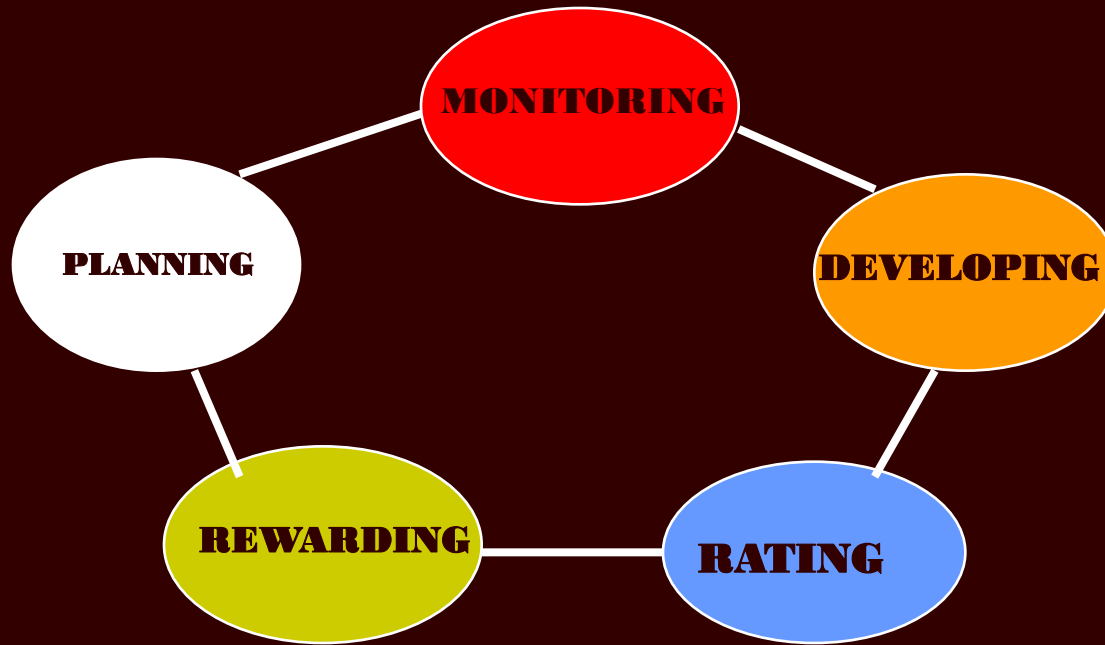
Performance Management

Focus of Performance Management

Progress and success
toward goal achievement



The conventional definition of management is getting work done through people, but real management is developing people through work.



Employee performance management includes:
planning work and setting expectations,
continually monitoring performance,
developing the capacity to perform,
periodically rating performance in a summary fashion, and
rewarding good performance.

Two Components

■ Performance Appraisal

- Measurement, Evaluation, Feedback, Counselling

■ Performance Development

- Training, Compensation, Reward and punishment

Performance Appraisal

- A systematic evaluation of personnel by supervisors or others familiar with their performance in order to know the employee performance
- A systematic and objective way of judging the relative worth or ability of an employee in performing his task.

Performance Measures

- Quantity of work
- Quality of work
- Waste and breakages (accidents)
- Money earned
- Job knowledge
- Job tenure
- Attendance
- Rate of advancement
- Self-judgment
- Judgment by peers
- Judgment by supervisor

Assessing Needs

- Your (Supervisor's) goals
- The employee's goals
- The department's goals
- The organization's goals

Considerations

- Focus on performance issues
- Clear expectations
- Improvement
- Productivity
- Objectivity
- Accuracy
- Performance, not person

- Knowledge
- Ongoing
- Detailed
- Monitored
- Consistent
- Fair
- Timely
- Motivational

Why Do Performance Management?

- Communicate goals, mission, values, purpose
- Improve working relationships
- Improve management
- Identify and communicate strengths and areas for improvement
- Provide feedback
- Develop
- Monitor
- Support

What Do Employees Want?

- Clear expectations
- Positive/constructive feedback on regular basis
- Understand evaluation criteria
- Involvement in goal setting

- Accurate job descriptions
- Be treated fairly and consistently
- Sharing of info and resources
- Job/career enrichment opportunities

Elements and Outcomes

Elements

- Listening
- Coaching
- Feedback

Outcomes

- Better performance
- Improved morale, trust, and loyalty
- Commitment

Listening Skills

- Active listening
- Expression
- Verbal/non-verbal cues
- Distractions
- Retention

Active Listening

- Reflection
- Reiteration/Paraphrase
- Body Language
- Elaboration
- Acknowledgement

Coaching Skills

- Observation
- Counsel
- Condition
- Criteria
- Response

- Solutions
- Agreement
- Follow through
- Adjustment
- Follow-up

Feedback

- Purpose
- Setting
- Timing
- Forward focused
- Two-way
- Responsive

- Accurate
- Balanced
- Relevant
- Comprehension
- Agreement
- Follow-up

Giving Feedback

- Professional
- Purpose
- Listening vs. talking
- Performance, not personality
- Support
- Privacy
- Start with positive
- “I” vs. “you” statements
- Factual
- Strategize
- Goal setting focus
- Resolution

Receiving Feedback

- Have an open mind
- Avoid defensiveness
- Listen for meaning
- Seek out resolution
- Give guidance
- Utilize effectively

Communicating Effectively

- Preparation
- Professionalism
- Matching body language to message
- Tone awareness
- Scripting
- Focusing
- Responsiveness

Problem Solving

- Define
- Brainstorm alternatives
- Identify causes
- Collect/analyze info
- Consensus
- Action plan

Goal Setting

SMART Goals:

Specific

Measurable

Attainable

Relevant

Time sensitive

Performance Appraisal Methods

- Rating Scale
- Ranking System
- Paired Comparison Method
- Forced Choice Method
- Critical Incident Method
- Forced Distribution Method
- Cost Accounting Method
- Confidential Report