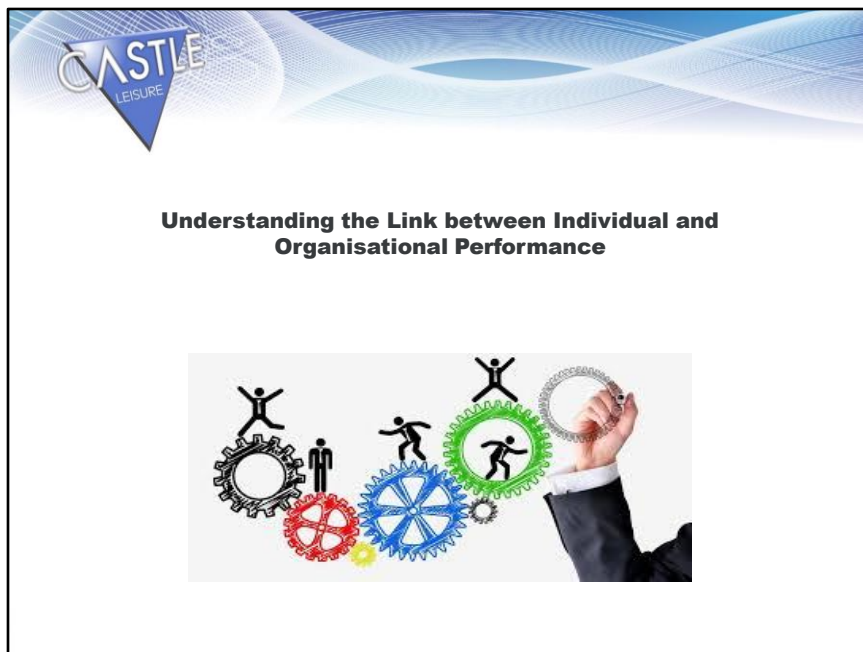




Qualification: CIPD Diploma in Applied Human Resources

Student Name: Paul Bennett

Student Number: 1905437

CIPD Membership Number: 55439410

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: P.Bennett

Date: 05.09.2020

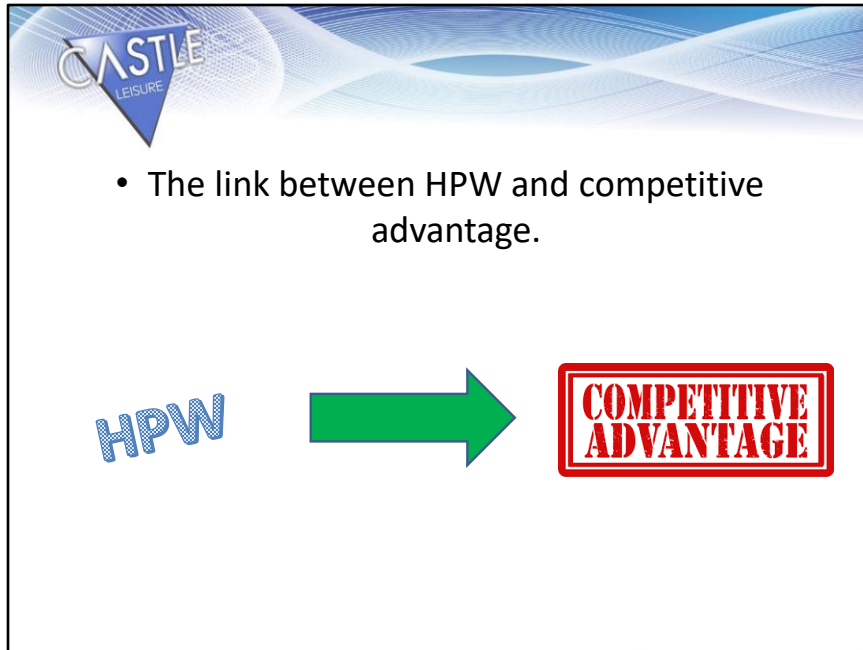


High performance working is a general approach to managing organisations that aim to stimulate more effective employee involvement and commitment to achieve high levels of performance using a group of HR policies and procedures at the same time. UK commission for employment and skills, (2009)

The CIPD (2019) has defined the component parts of HPW as:

- Leadership throughout the organisation to create momentum.
- Devolved decision making with an emphasis on self management, teamwork and project based activity.
- Support systems and culture of support which builds trust, enthusiasm and commitment to the organisation, even for those that leave the organisation.
- Rigorous and sophisticated recruitment.
- Investment into CPD.
- Internal promotion.
- Robust communication policies that encourage employee participation.
- Flexible working.
- Job security.
- Work life balance.

The end goal for any organisation seeking to benefit from HPW, is that employees are happy, engaged, motivated and share and understand the vision of the organisation.



A link between HPW and competitive advantage was first established by Pfeffer, (1994) of Stanford university he concluded a mix of best practice policies had something to offer to all organisations. It was Huselid, (1995) that revolutionised the theory with the conclusion that 1 standard deviation increase in HR practice yields:

- A 7.05% decrease in turnover.
- \$27,044 in increased sales per employee.
- \$18,641 increase in market value per employee.
- \$3,814 increase in profit per employee.

This report stood out, was this the first study that proved HRM and HPW really did add value! These numbers are significant. Huselid, (1995) study was based on a questionnaire sent to 968 different organisations from a range of industries that each employed over 100 employees. The responses were measured against company performance. The organisations that had best practice HRM showed an average of the above figures.

More recently a study in the UK by Purcell, et al., (2003) exploring the unknown reasons for the link between Performance and HR practice. Purcell, et al., (2003) released 3 major findings from the black box report:

- When there is in place robust and progressive or High performance HR policies there is a positive response from employees thus leading them to work harder or strive to improve their performance.
- The most successful organisations all share a strong sense of shared purpose between employees and managers.
- Having the right HR policies and procedures is not enough. The line managers must buy into them and bring them to life on a daily basis with their interactions with

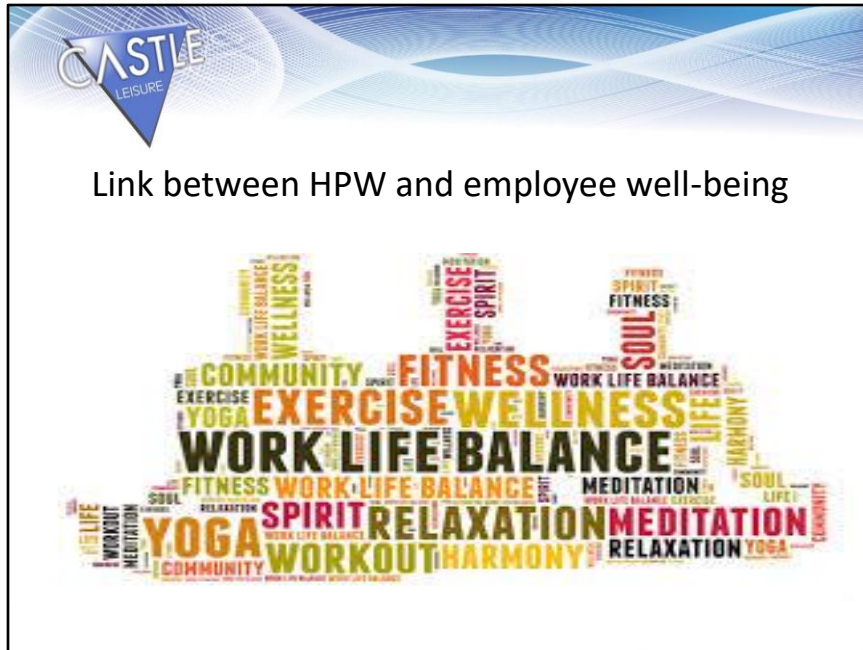
employees.

- From this study The AMO model was created:

The ability to perform well

Motivation to do well

The opportunity to perform.



(Bryson, et al., 2014) States that Employee well-being it is now a government priority and that wellbeing is conducive to economic growth. This study focuses on the link between well being and workplace performance, during this study 4 questions were asked:

1. How to measure employee well being in the work place?
2. What employee and job characteristics have an affect on wellbeing?
3. What organisation practices have the largest positive impact on employee well being?
4. Is there any evidence to wellbeing and workplace performance?

The study found there to be considerable evidence to suggest there is a correlation between well being and performance and that a happy workforce is a productive workforce. There seemed to be more questions from the study, could these results be replicated, also how do other external factors affect wellbeing which then will affect performance.

More research is need in this area. Imagine two separate employees from the same team. They are treated in the same way with the same benefits. One has an illness during the study one does not. In every situation the fit and well employee will perform at a higher level than the ill employee (Bryson, 2016).



(Bloom, et al., 2012) reported that over a 10 year study that strong evidence suggested that on average employees were 23% more productive when an organisation had a formal performance management policy which meets the following three guidelines:

1. Targets

Employees are set personalised targets which tough but achievable.

2. Incentives

Employees are given praise in the guise of recognition, payments, promotion to ensure goals are met.

3. Monitoring

The organisation monitors performance data to discover where improvements can and need to be made.

When planning targets (Taylor & Woodhams, 2016) it is good practice to use smart objectives:

- S – Specific
- M – Measurable
- A – Achievable
- R – Realistic
- T – Time Bound

Incentives are usually based on pay and bonuses, and the review should have time for the line manager to discuss the employee strengths as well as development needs.

The monitoring stage should be the line manager catching up with the employee on a non formal basis. It is important to remember that any negative performance feedback should be at the time and not saved for the review.



When evaluating performance management to employee capability, commitment and reward there is one organisation that stands out. Google. Goggles SVP of people services is very open with the organisations policies. The performance review is a two part cycle a preview review mid year and then the annual review at the end of the year. This cycle looks at two things when giving performance ratings: (Google, 2016)

1. Results attained(what has been achieved)
2. Behaviours(how the employee achieved these results).

This process always starts with a self assessment, which is the followed by anonymous peer assessments. This is where we start to see the difference, all Google employees review each other, they review on six different criteria:

1. Googleyness, the adherence to the values of the organisation.
2. Problem solving and analytical skills.
3. Execution, high quality work with little or no guidance.
4. Thought leadership, is the employee seen as a leader in their field of expertise.
5. Leadership, Everybody at Google must lead, whether that is a small project or as a mentor to new starters.
6. Presence, Does the employee stand out, can they be heard in the masses.

Once all this data is collated and interpreted, managers give a rating on the following scale:

- Needs improvement
- Meets expectations
- Exceeds expectations
- Strongly exceeds expectations
- Superh

leisure issue a self evaluation and then the line manager then sits with the employee and agrees or disagrees with the self evaluation. The pay structure does not allow for performance related pay. An action plan is then drawn up for the following year and a training plan.



Line managers play a particularly important role in performance management. Line managers are key to the relationship in the workplace between an individual employee and their immediate line manager, and that it is the line manager who has the greatest impact on the motivation and performance of employees (ACAS, 2012).

(Armstrong & Baron, 2004) Recommend the following practices should be carried out by the line manager during a performance review:

- Providing individuals and teams members with clear, constructive feedback
- Define and communicate clear performance objectives.
- Review performance and deliver incentives in a fair and consistent manner
- Providing relevant learning and training development opportunities
- Recognize and reward strong individual and team performance.
- Link performance to compensation and recognition.
- Identify clear career progress routes for employees.

The line manager is pivotal in this process as they work on day to day basis with the employees and have already built a relationship.

(Armstrong & Baron, 2004) also have produced a guide of how not to complete a performance review, Never:

- Focus the review on negatives
- Focus solely on recent events
- Dangle the carrot and promise what you cannot deliver
- Compile a list of issues since the previous review
- Go through the motions, always give honest and accurate feedback



The performance review should be shared task between HR and the line manager. (Ceppelli & Tavis, 2016) state that both must work in Harmony to succeed. The line manager must lead and the HR department must Guide. (Ceppelli & Tavis, 2016) Also goes onto state that any performance review is only as good as the line manager leading it and that HR must ensure that the line manager has the tools to lead the review. Hr must ensure that the line manager has been trained and has relevant and up to date metrics and data, and ensure that the line manager understands the data. In my organisation the line manager undertakes most of the daily HR interactions. The line manager will seek advise or guidance from myself and the Director, whilst the HR admin staff will cover the more day to day transactional HR. The relationship is strong in my organisation as myself and the Director of People travel the country and know each member of the every clubs management team. We are encouraged to visit each club at least once a week. Discussing any problems relating to People service. During a clubs performance management review's, we will base ourselves at the club and be available and on hand to offer advice where necessary. We would also make ourselves avail to the staff members where appropriate. If there was not a working relationship between HR and line management the process would be very difficult and unmanageable. I have worked for organisations where there has been a distrust of the HR department and the relationship has suffered due to this.

(Maxwell, 2002)

Team Work Makes The Dream Work



References

References

ACAS, 2012. Good performance management needs good line managers. [Online]
Available at: <https://archive.acas.org.uk/index.aspx?articleid=3677>
[Accessed 07.09.20 September 2020].

Armstrong, M. & Baron, A., 2004. Managing performance. London: Institute of Personnel and Development..

Bloom, N., Sadun, R. & Reenen, J. V., 2012. How three essential practices can address even the most complex global problems. Harvard Business Review, Issue November.

Bryson, A., 2016. Happier Workers, Higher Profits, London: CIPD.

Bryson, A., Forth, J. & Stokes, L., 2014. Does worker wellbeing affect workplace performance, London: Department for Business innovation and Skills.

Ceppelli, P. & Tavis, A., 2016. The performance management review. Harvard Business review, Issue October.

CIPD, 2019. Employee engagement and motivation. [Online]

Available at:

<https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement/factsheet>
[Accessed 21 April 2020].

Google, 2016. performance management at Google, San Fransico: Francisco S. homem de Mello.

Huselid, M., 1995. The impact of human resource management on turnover, productivity and financial performance.. Academy of management journal , pp. 635-672.

Maxwell, J., 2002. Teamwork Makes the Dream work. san francisco: Thomelson.

Pfeffer, J., 1994. Competitive advantage through people. Boston: Harvard Business school press.

Purcell, J. et al., 2003. Understanding the people and Performance link: Unlocking the Black Box. London: CIPD.

Taylor, s. & Woodhams, C., 2016. Human Resource management: People and Organisations. 2nd ed. London: CIPD.

UK commission for employment and skills, 2009. High performance working, London: UKCES.