

Table 12.1 Performance management as a process

Employee activity	Timeline and action		Manager/employer activity
Gains knowledge of expectations and culture Self-selects in or out	Before recruitments: Job descriptions, person specifications, adverts, company information		Gives signals of expectations on job performance standards, conduct standards and culture
Demonstrates ability and motivation Conscious or subconscious alignment with values Self-selects in or out	During selection process: Interviews/assessments, etc		Tests ability and motivation Checks values alignment Seeks potential
Employee activity	Timeline and action		Manager/employer activity
Learns conduct expectations Adapts to the culture	During formal induction/ orientation	At any time: Possible poor performance or poor conduct intervention	Formalises conduct expectations, terms and conditions/ handbook, etc
Learns performance standards Develops knowledge and skills	During mandatory training		Provides standards of job performance Provides knowledge and skills Provides feedback
Becomes a productive employee Adapts to the culture	During probation period		Team briefing and communication Reinforces performance and conduct standards Provides feedback One-to-one reviews Provides ongoing training and coaching
Reviews performance Agrees objectives Identifies learning needs Considers aspirations Possibly gains reward	During formal reviews and/ or appraisals: Annual or more regularly		Reviews performance Sets objectives Agrees learning needs Identifies potential and aspirations Possible link to reward
Continuous improvement Develops self-feedback mechanisms Achieves potential	Ongoing: Business as usual		Team briefing and communication Reinforces performance and conduct standards Provides feedback One-to-one reviews Ongoing training and coaching