



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

LCMB7011

Managing People

Week 7

Performance Management

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives
22/11/2022



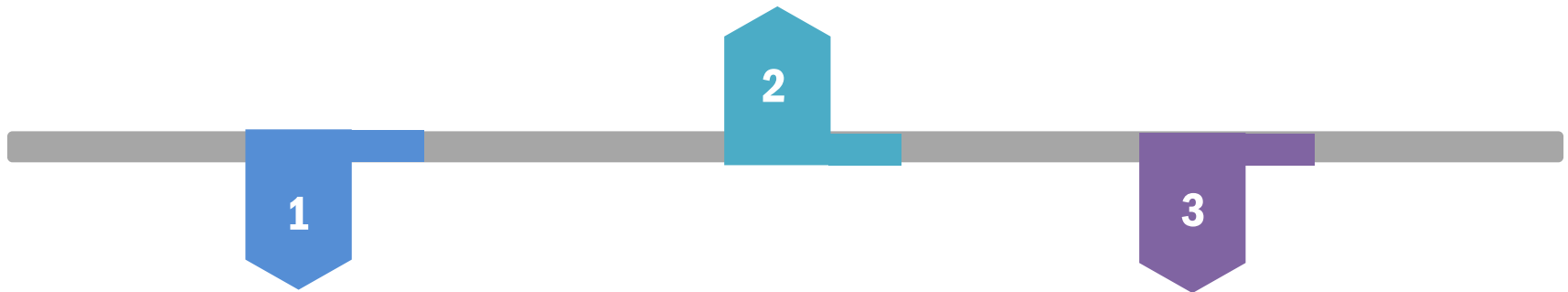
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www.uwtsd.ac.uk

Contents

Selection Exercise



Performance Management

- 1) AMO Theory
- 2) Vroom Expectancy Theory
- 3) Practice and Issues of PM

Assignment Support: review paper
on the tactics of fire and rehire

Defining Performance Management

*"a continuous process of identifying **measuring** and **developing** the performance of individuals and teams and aligning performance with the **strategic goals** of the organisation" (Torrington and Hall, 2017)*

*" a process for establishing **shared understanding** about what is to be achieved an approach to managing and developing people in a way that **increases the probability** that it will be achieved in both the short and long term" (Armstrong, 2003)*

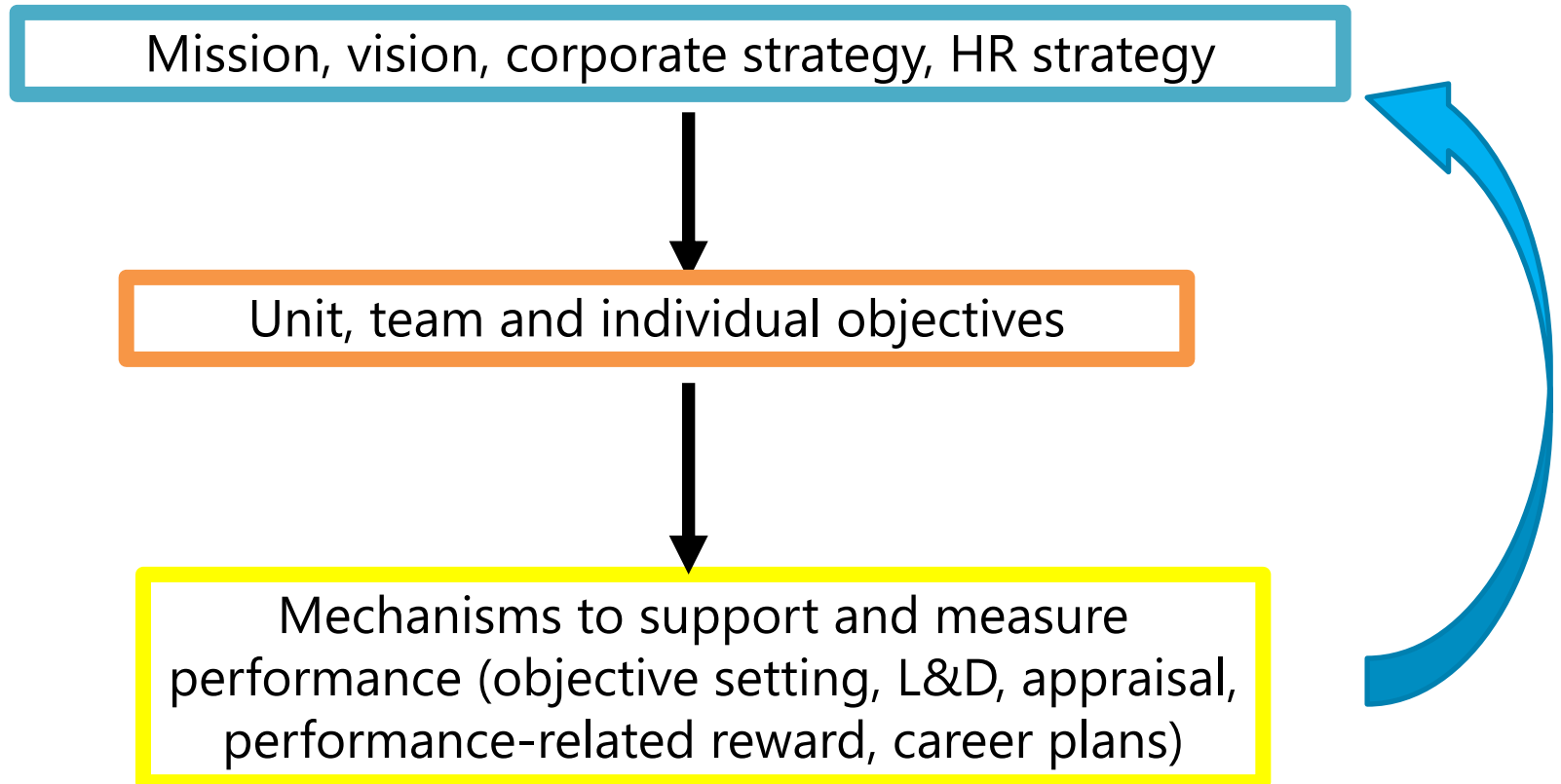
Performance at work can be understood both as a **process** and an **outcome** or, in other words, 'about doing the work as well as being about the results achieve'



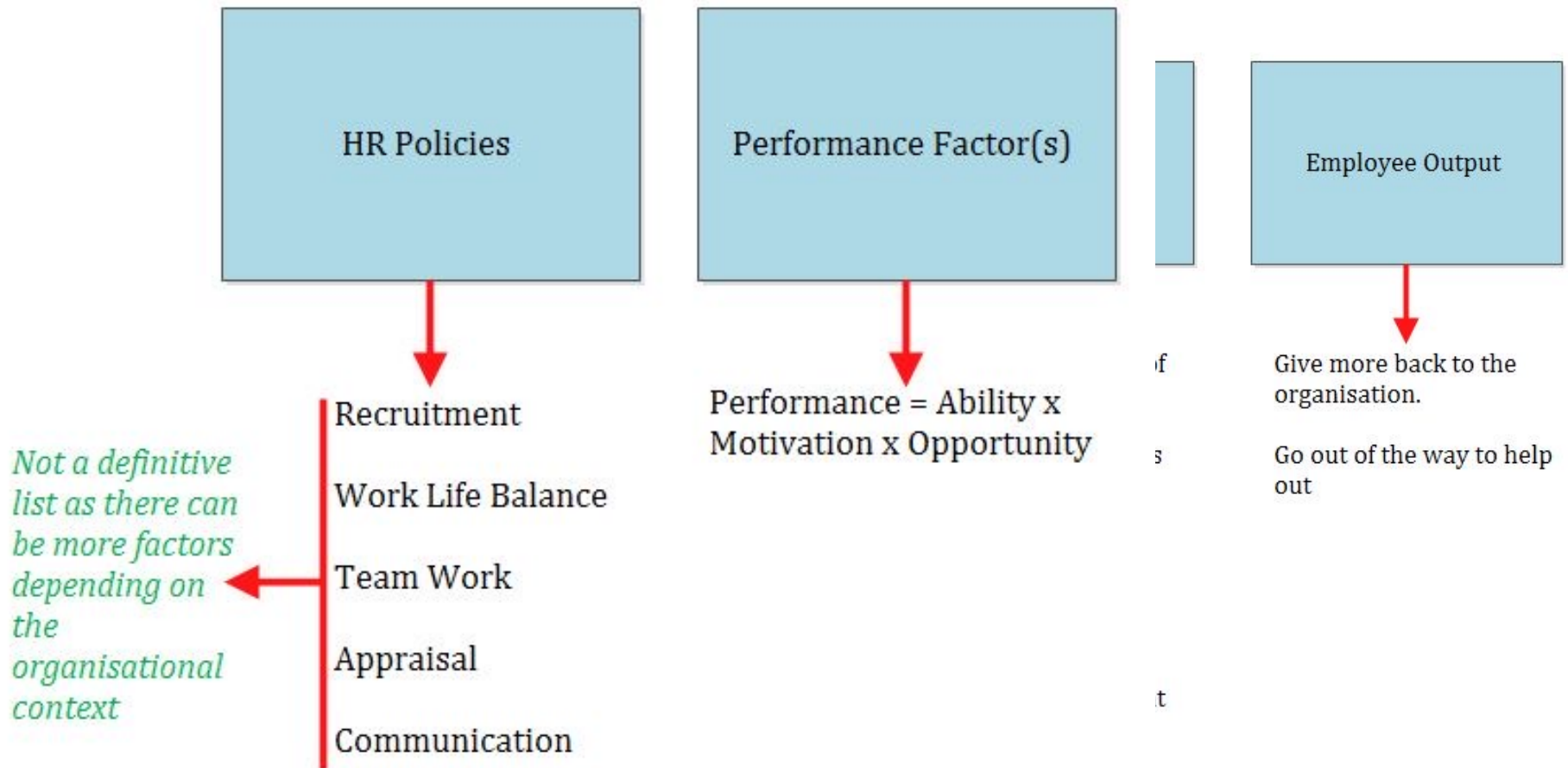
What is the role of HR in PM?

Performance Management is....

Strategic Performance Management

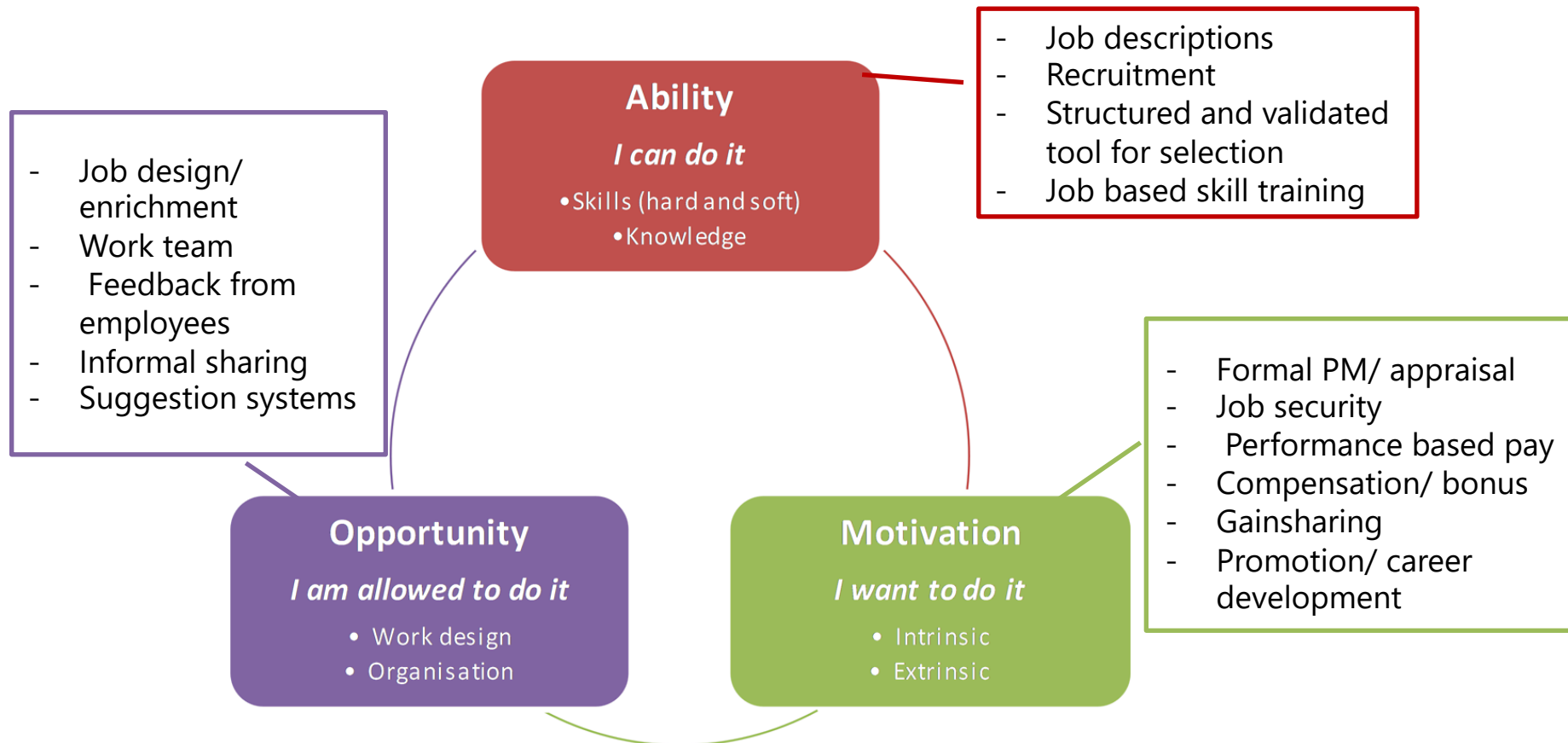


Purcell People and Performance Model



AMO Theory-

Ability Motivation Opportunity



Vroom Expectancy Theory

- Motivation is individual and can be determined by the levels of effort a person chooses to put in towards a goal
- Motivational effort is determined by individual cognitive process of choosing the behaviour, consisting of three motivational elements

$$MF = V * I * E$$

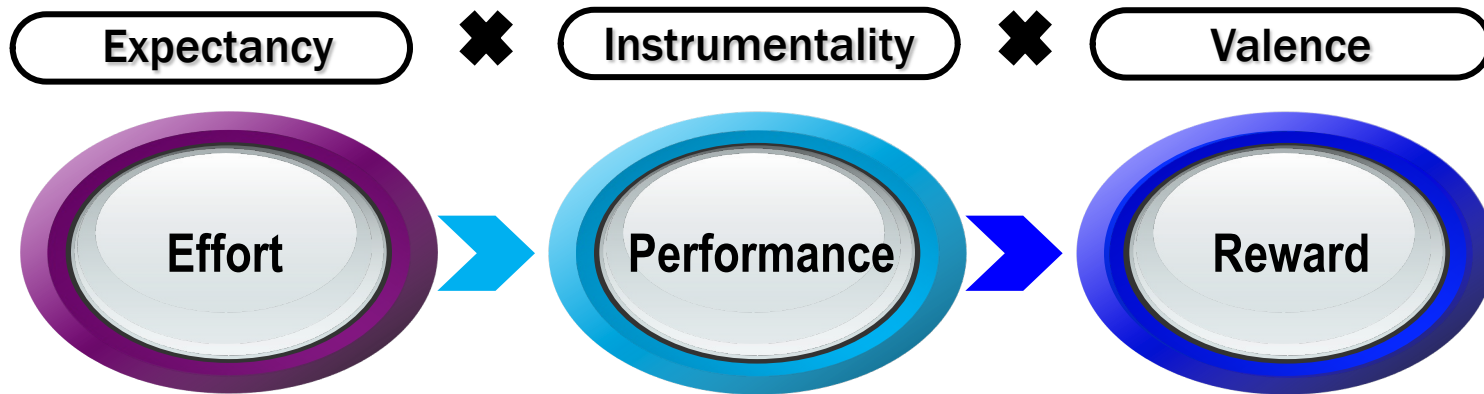
MF= Motivational Force

Valence – *How desirable is the goal? How much do I want it?*

Instrumentality – *How likely is it that I will achieve the reward?*

Expectancy – *Am I capable? Can I work hard enough to get the reward?*

Vroom Expectancy Theory



Based on expectancy theory, organization ensure that:

- An increase in performance results in measurable rewards
- The reward structure is transparent, and thresholds are known
- The rewards provided are desirable for employees
- Only deserving candidates are rewarded

What Influences Organisations Pay and Reward?

- Legislation
- Trade Union/Employee Demands
- Scarcity of Particular Skills
- The performance of the individual
- What an employer can afford
- The worth/value/importance placed upon a job role
- Organisational Culture and types of Pay and Reward systems
- External Market Rate Comparisons
- External and Internal Factors – think PESTLE



In practice why do things go wrong?



Why Do Employees Underperform?

- Four main reasons (other than incapability) which can be resolved through managerial action:
 1. *Employee does not know what the manager wants them to achieve*
 2. *Employee does not know how to do the task*
 3. *Employee lack influence over resources or effective work systems*
 4. *Employee does not want to do it or cannot see the importance of the task*

Organisational Justice

- Greenberg
- Colquitt (2001) and others

Three facets of organisational justice:

1. Procedural

- *Perceived fairness of PM procedures to be transparent and robust*

2. Distributive

- *Perceived fairness of the allocation of outcomes where PM is linked to pay, training, promotion, and others*

3. Interactional

- *Perceived quality of interpersonal treatment in performance appraisal, but also in coaching and feedback*

What is performance management appraisal?

Appraisal Process: defining performance using different methods

- Surveys and Rating Scales
- 360 Degree Feedback/Multi Source Feedback
- Results-based appraisal
- Competency-based appraisal

Performance Management Issues

Policy and Process – Disciplinary Policy and Procedure

- Performance Appraisal is not the place to discuss severe/serious performance issues
- In UK mandatory legal requirement for all organisations to have a disciplinary and grievance policy and procedure
- May also be referred to as Capability Policy and Procedure
- Communicates to employees about what is acceptable and unacceptable behaviour i.e. Code of Conduct
- As a minimum most UK organisations follow ACAS guide – www.acas.org.uk
- Organisations want to avoid Employment Tribunals – negative publicity & costly in terms of time and potential financial awards

To sum up...

Traditional

- Looks back at an event
- Open to Manager bias
- Ratings unpopular
- Competency based appraisal measurable
- Results based appraisal measurable

Contemporary

- Focusing on development
- Forward looking
- Maximising employees strengths
- Change in emphasis but still measurable
- Multi source feedback being applied reduces risk of Manager bias

Next...



Selection Exercise

DEI? Employment Relation? AMO- Ability? Total Rewards?

Selection Exercise-

Quality Compliance at the Hawthorn Arms



Task

Consider the profiles of the three candidates.
If forced to make a decision tomorrow, which candidate should Alistair select for the job?
What major factors should influence his decision?

Marie Erten-Loiseau

Janos Gabor

Sinead
Marrinan-McGuire

Next...



Assignment Support

Fire and rehire

31 Mar 2022

'Fire and rehire' – guidance for employers

What this practice is, why you should avoid it, and how to approach it if no other options are available

ASSIGNMENT SUPPORT

Reading and Understanding the Assignment

British Gas are no exception. Since mid 2020, they have been in protracted negotiations with their employees to change contractual employment terms. This article outlines the issues and the eventual outcome

21st April 2021

British Gas have been in a long running dispute with boiler engineers over changes to their terms and conditions of employment. The 9-month long dispute resulted in numerous strikes by British Gas engineers, backed by the GMB trade union. The engineers were asked to sign new contracts which required them to work longer hours, for no additional pay. Originally, around 1000 engineers refused to agree to the changes to their employment contracts and as a result, British Gas deployed a 'fire and rehire' strategy forcing the engineers to choose between accepting the new contractual terms or being dismissed. Many engineers, though disgruntled, agreed to sign the new employment contracts, but Centrica, which owns British Gas, confirmed that 2% of its staff (around 500 employees) decided not to accept the new employment contracts and as a result were dismissed.

<https://www.rosenblatt-law.co.uk/media/british-gas-fire-and-rehire-boiler-engineers-resulting-in-mass-dismissals-unfair-dismissal/>

Reading and Understanding the Assignment Requirements

Your task.

Write an article intended for business or academic publication that:

Reviews the practice of “fire and rehire” tactics within the UK labour market to evaluate the approach taken by different organisations

Explains the legal implications of changing contractual employment terms

Considers the potential impact of any changes on employee engagement

Evaluates HR involvement in this issue and considers whether traditional models of HRM provide an adequate framework for managing contemporary employment relations.

Word count: 5000 words excluding references and appendices

Suggested Structure for the Assignment

Section	Words (approx.)	Notes
Title Page	n/a	With content list and abstract (optional)
Introduction	500	Set out your choice of organisation and review points in the light of the organisation you have chosen
Review point 1	1200	Explains the legal implications of changing contractual employment terms
Review point 2	1300	Analysis the potential impact of any changes on employee engagement
Review point 3	1300	Review managing contemporary employment relations with comparison between hard and soft HRM framework, along with evaluations of HR involvement in this issue
Conclusion & Recommendations	700	Summarise the important aspects of review point 1, 2 and 3 with recommendations
Appendices & Reference list	n/a	• Relevant supported information, graphs and tables etc. • Harvard Reference Style

Example of Abstract (1)

The 'fire and rehire' tactics has been creating a complex and changing environment for organisations, their human resource management department, and leaders in the bid to find solutions for the organisations remaining in business within a challenging environment. Firing and rehiring is used by employers to change terms of conditions by ending a contractual agreement to introduce a new contract through rehiring the employees on unfavourable terms.

This article is aimed at reviewing the practice within organisations in the UK labour market and to evaluate the different approaches deployed by these organisations. Firing and rehiring tactics have sometimes led to legal consequences because of changing contractual employment terms. Therefore, some light would be shown on past and current legal implications on employers and employees. Additionally, reports have found that these tactics have impacted employee engagement in different ways which would be taken into consideration.

Central to the fire and rehire issue is the Human Resource (HR) Department in any organisation. This article will evaluate HR involvement and actions, with the contemplation of the effects of traditional models of Human Resource Management (HRM) on managing present-day employment relations.

Keywords: Fire and Rehire, Contractual Employment Terms, Employee Engagement, HR, Models.

Example of Abstract (2)

Over the years, the changes have affected not only the values and social responsibility but as well the attitude towards the people involved in the organizations. The aim of this paper is to evaluate and analyse the aspects related to knowledge management and collective social responsibility and their evolution in different HRM models. Information analysis from journal articles the paper explore the role of human resource in the organisations and especially during the pandemic situation. The determination of the study is to research in particular the "fire and rehire" tactics in the UK labour market, during the Covid-19 pandemic. As well as definitions of the tactics and their impact on different organizations in UK. British Gas company is one of the companies, whose tactics will be discussed.

The article describes the approach and role of HRM in the employment relationship and discusses the commitment and involvement of the employee in the company. The principal types of employee engagement and collaborative employee engagement, consider in this article are discussed in the context of the UK. This paper is trying to associate the role of HR during pandemic situation and improve crisis management, the research information is considered from sources like different journals, few books, websites publication and research papers as well.

KEYWORDS: "fire & rehire" tactics, legal implications, employee engagement, HRM models, Covid-19.

Marking Criteria

Criterion 1 (20%)

Engagement with Literature Skills Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions.

Criterion 2 (20%)

Knowledge and Understanding Skills Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.

Criterion 3 (30%)

Cognitive and Intellectual Skills Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence

Criterion 4 (20%)

Practical Application Skills Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems.

Criterion 5 (10%)

Transferable Skills for Life and Professional Practice Attributes in professional practice: individual and collaborative working; deployment of appropriate media, presentation and organisation



Feedforward session in Week 8 — Employment Legalisation