

Welcome to Managing Performance

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Session Objectives

- Get to know each other!
- To understand the meaning and context of performance in the workplace

Introduction

- 2*2 hour session (10 weeks Max)
- Lectures, tutorials, exercises, case studies, group work, assignment support
- Check Moodle BEFORE each session and READ/PRINT/DOWNLOAD the lecture notes/further readings

RECOMMENDED READING AND RESOURCES

Essential

- Baron A and Armstrong M (2007) Human Capital Management Kogan Page
Armstrong M. (2012)
- Armstrong's Handbook of Human Resource Management Practice 12th Ed. Kogan Page.

Recommended

- Lasserre P (2012) Global Strategic Management Palgrave.
- Pettinger R (2010) Organisational Behaviour – Performance Management in Practice
- Routledge. Scullion H and Collings D G - Editors (2011) Global Talent Management Routledge

ASSESSMENT

- Coursework 100% - written essay or report
- Total word count – 5000-6000 words
- Week 4: Assignment Workshop

Some definitions reviewed

- Performance management is a strategic and integrated approach to delivering sustained success to organisations by improving the performance of the people who work in them and by developing the capabilities of teams and individuals (Armstrong 2010)
- However – there are alternatives:

Performance Management

Performance management is an approach used by organisations to try to achieve strategic goals consistently through better formal and informal motivation, monitoring, evaluating, and rewarding of performance.

- (Mabey et al., 1999)

Fletcher (2009)

- The real concept of performance management is associated with an approach to creating a shared vision of the purpose and aims of the organisation – helping employees understand and recognise their part in contributing to them and therefore enhancing the performance of the organisation'

It is therefore concerned with:

- A strategic vision and orientation
- Planning and therefore integration
- Setting targets and measurements
- Continuous learning and improvement

Two main purposes:

1. **Operational** – leading, managing and controlling
2. **Measure** - of effectiveness and/or efficiency of the workforce.

But: two inter-linked processes –

- 1) Managing poor performance and
- 2) Managing improving performance.

Thus the issues for HR are both:

- **CORPORATE** – financial success; quality and quality assurance; productivity; the business plan and targets; corporate mission and culture; etc
- **INDIVIDUAL** – careful recruitment; proper training and development; motivation, flexibility and commitment; appraisal, performance review and reward; sound communication and involvement; fair treatment and respect; etc

An overview of the factors affecting 'performance'

- What is performance :
- Just about 'output' ?
- About processes – e.g. team working
- About attitudes ?? (current concern of nursing)

So what factors can affect performance (Armstrong)

- The culture
- Degree of functionality / organisational structure
- The job design
- Role and development of team working

(all of these will be considered in more detail)

Culture

- Schein: ‘ the way we do things around here’
- The organisational ‘iceberg’ and implications
- The importance of values as a driver for performance management
- the approach to change management

Structure / functionality

- Approaches to formal structure:
regional / geographical
centralised / decentralised
- Tall and flat organisations and the implications
- How much autonomy / discretions are employees given
- How much 'micro management ' do they experience

Job design

- The importance of job design (as part of job analysis)
- The role of job descriptions
- The significance of motivation theory
- Move from traditional theory to ‘engagement strategies’

The role and development of team working

- The development of the 'team leader' and difference from the 'supervisor' ?
- How can the team support and promote performance?

The Role of HRM in 'performance' management

- The significance of HRM
- The key players:
 - Senior managers – commitment
 - Line managers
 - individual employees
 - HRM

The role of 'senior managers'

- In 'making the case' – benefits and 'costs'
- In overcoming objections – from Trade unions
- In agreeing/ signing of the scheme 'design'

The role of managers

- Implementing / operating the scheme
- Fairness (most common criticisms)
- The importance of diversity policies
- A practical issue – eg grading appraisals

The role of HRM

- To build the 'infrastructure'
- To put the vision into practice
- To coordinate the work of the managers
- To standardise the systems
- To analyse results
- To suggest improvements
- To adopt a strategic perspective

Learning Outcomes

- By the end of the session, you should be able to:
- Recognise the key issues in developing and improving performance management processes

Discussion:

Using any organisation you are familiar with as an example,

- 1) Identify the existing management and;**
- 2) Why ‘managing performance’ is important”.**