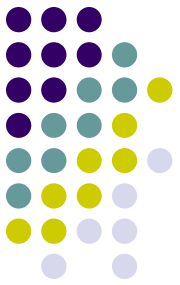
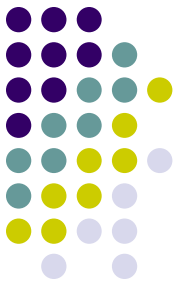


The Performance Management Cycle

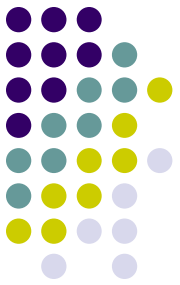
The Performance Management Cycle





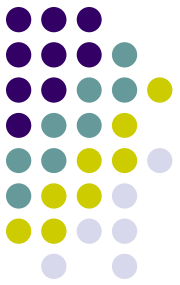
Planning

- Corporate strategic goals provide the starting point for business and departmental goals
- followed by agreement on individual performance and development priorities.
- Individuals and managers can then draw up plans



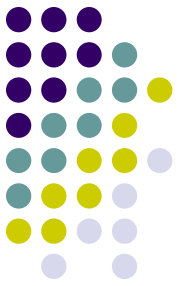
Developing

- Targets to be met (such as sales levels)
- Tasks to be completed by specified dates
- They may be directly work-related, referring to results to be attained, or personal, taking the form of developmental objectives for individuals.



Performing

- There has been a shift in focus away from the measurement of individual output only
- A greater emphasis placed on how an individual contributes to organisational objectives through behaviour and capability.



Performing

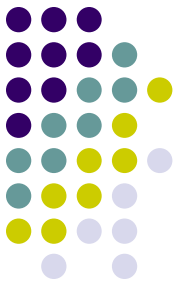
- Monitor performance continuously.
- Feedback should be given regularly, and could be supported by formal performance reviews at agreed points in the year.



Review

Measuring can focus on individuals or teams, and consist of:

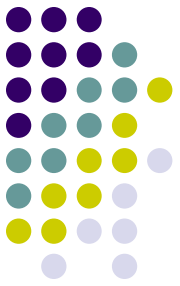
- Inputs (for example, behaviours, competencies and applying new skills to the job)
- outputs (for example, achievement of objectives and outstanding pieces of work).



Performance appraisal

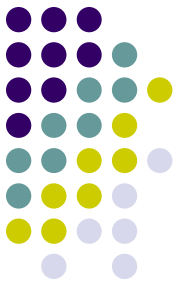
- Gives employees feedback on performance
- Creates opportunity to plan future objectives or workload
- Judge and helper roles
- Possible to try to build too much on any one appraisal system
- Relationship with personal development reviews ('one-to-ones')
- Integration of objectives and competencies

Problems with appraisal schemes



- Lack of clear purpose
- Links with pay
- Information kept secret from employee
- Appraiser attacking appraisee's character
- Being too subjective in judgement
- Linking to disciplinary process

The role of line managers in performance appraisal



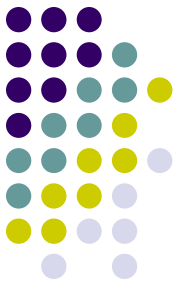
Advantages

- Line managers know about subordinates, their jobs and their performance
- Creates time for discussion
- Gives appraisee the manager's attention

Disadvantages

- Personality conflicts
- Subjectivity
- Seen by managers as low priority

Tools used in performance management



- Performance and development reviews
- Learning and development
- Coaching
- Objectives and performance standards
- Competences and competencies
- Pay
- Teams
- 360° feedback
- Performance problem solving