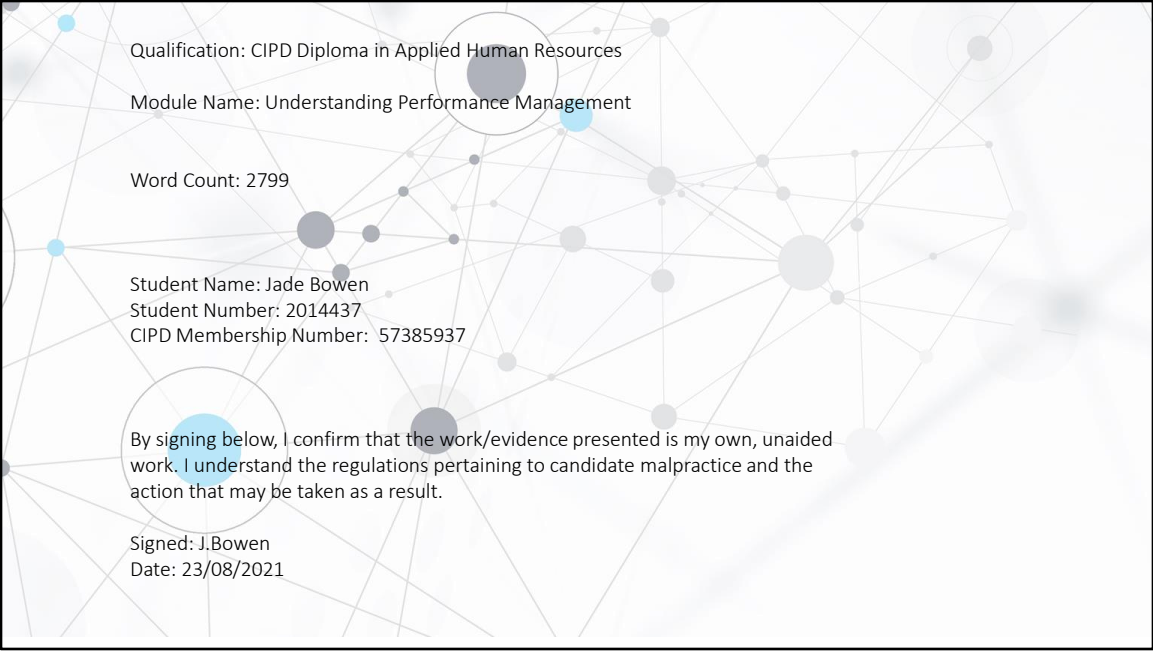






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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: J.Bowen

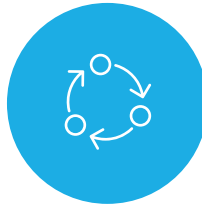
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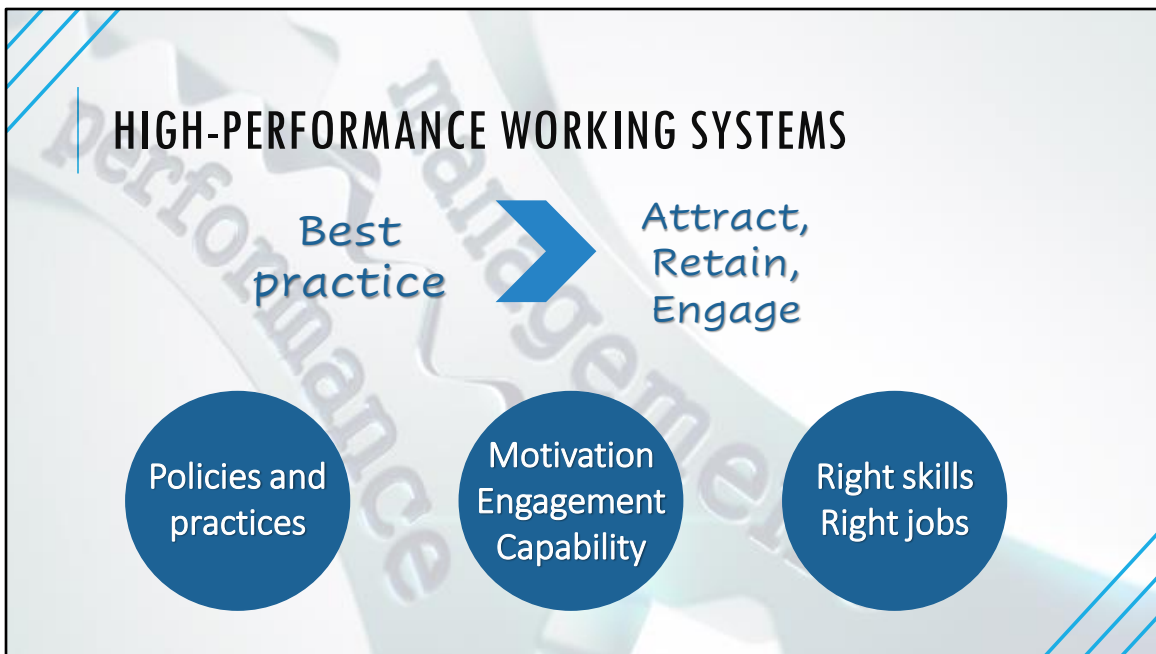
UNDERSTANDING HIGH PERFORMANCE WORKING





High Performance Working (HPW) is an approach organisations' take to maximise high performance levels by encouraging employee involvement and commitment (Belt and Giles, 2009).

Employees are seen as valuable assets and are key to the success of each organisation. For organisations to out-perform their competition, managers' must provide their employees with the necessary training, support and skills required to perform their role and achieve their goals (CIPD, 2020).



High Performance Working Systems (HPWS) or High Performing Working Practices (HPWP) are a set of policies and practices tailored to each organisation in order to enhance employee motivation, engagement, and capability (Armstrong, 2017). HPWS are also seen as 'best practice' designed to 'attract, retain and engage' the best people with the right skills, for the right jobs (Taylor, 2016).

HIGH-PERFORMANCE WORKING SYSTEMS

- Utilise and develop skills and knowledge
- Pay packages to attract and retain
- Career development
- Grievance procedures
- Involving colleagues in decision-making
- Clear communication
- Performance systems
- Flexible working and work-life balance
- Fair and consistent Ts & Cs

High Performance Working Systems seek to utilise and develop the current skills and knowledge within the workplace, through thorough recruitment and selection processes and extensive training and development programmes (UKCES, 2013).

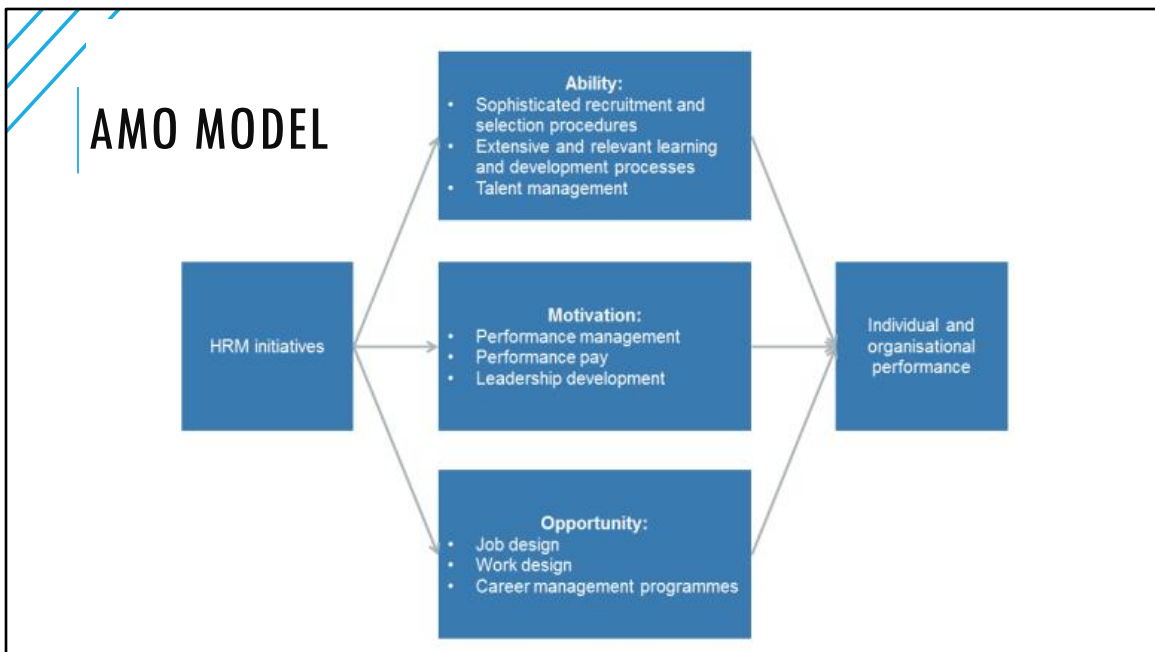
High-Performance Working Systems include:

- *A rewarding pay package to attract candidates and retain its' current employees*
- *Internal opportunities for career development*

- *Trusting grievance procedure*
- *Involvement and decision-making, employee's given more autonomy are more engaged with the business*
- *Transparent and honest communication with all employees*
- *Effective performance systems to support all employees to achieve individual and organisational goals*
- *Promoting flexible working and work-life balance to avoid burn-outs*
- *Fair and consistent terms and conditions across all levels of the business*

(Taylor, 2016)

Participation and involvement from colleagues and managers is key to driving high performance levels and encouraging employees' discretionary efforts being fully utilised (BIS, 2012).



The widely used AMO performance model adopted by most organisations suggests an individual's performance is influenced by HR policies and practices (Hutchinson, 2013).

The AMO model describes employees perform better when they have the:

- **A**bility – having the knowledge and skills to do the job
- **M**otivation to perform - through recognition and reward packages
- **O**pportunities for development, teamwork, and

autonomy

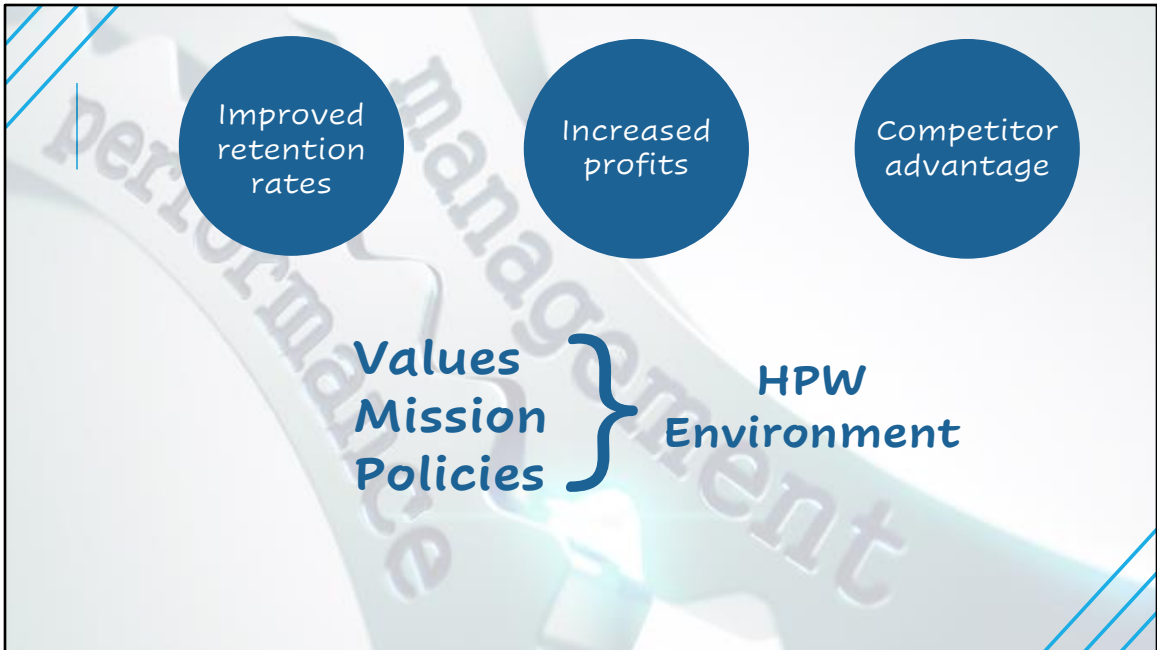
(Armstrong and Brown, 2019)

However, Finch (n.d) adds if employees' lack one of the factors in the AMO model then their whole contribution will suffer as all three factors are required to deliver best performance.



Extensive research over the years has highlighted a clear link between High Performance Working (HPW) and improved organisational performance (Taylor, 2016).

Purcell et al, (2003) found through 'Black Box' studies employees felt more motivated, committed, and had higher job satisfaction when High Performance Working Systems (HPWS) and HR Policies were implemented in an organisation. Thus, encouraging employees to work harder, and utilising their "discretionary effort" (Marchington et al, 2016).



When exploring the link between HR policies and organisational performance, Huselid (1995) (as cited in Taylor and Woodhams, 2016) found organisations who implemented and supported HR practices had better employee retention rates, increased profits, and higher competitor advantage.

Supporting the argument that HR policies adds value, Purcell et al, (2003) (as cited in Taylor and Woodhams, 2016) states when an organisation unifies its' values, mission, and policies it creates a 'shared purpose' and

encourages a HPW environment.

Although, some researchers remain dubious whether organisational performance is linked to 'best practice' or 'best fit' (IES, 2019), as what may work well for one business may not work for another (Cappelli and Crocker-Hefter, (1996), cited in McKinsey, 2019). However, best practice is argued as being most successful in enhancing performance, whereas Boxall and Purcell, (2011) (as cited in Hutchinson, 2013) suggests the effectiveness of such practices relies on their alignment with the organisational strategy. HR Management varies between organisations, therefore are no best practices that suit all (Marchington et al, 2019).



Conversely, others suggest High- Performance Working (HPW) is often driven by organisational performance, not the other way round, as found in companies such as Google (Taylor, 2016). Successful performances achieved by Google over the years has influenced a HPW culture as it is now seen as an attractive place to work (Gillett, 2016).

Organisational performance and HPW are clearly influenced when policies and practices are implemented effectively, and employees respond positively about the

high-performance working systems adopted by their organisation. Thus, leading to improved personal satisfaction, individual work performance and an overall better working environment (Armstrong, 2020).



Considerable amounts of research into the link between employee well-being and high-performance working (HPW) found that when employees feel valued, supported, and involved their wellbeing improves and their performance increases (BIS, 2014). The happier colleagues feel at work, the more they'll contribute and the better they'll perform (MAS, n.d).

On The Other Hand, wellbeing can have a 'knock-on effect', if one colleague is unhappy with work it can affect their own performance as well as affecting their

colleague's performance (Griffiths, 2019).



However, research shows High-Performance Working (HPW) can promote bad practices, exert excessive pressures, and encourages higher stress levels, undermining employee well-being (CIPD, 2021). Conversely, employee involvement, supportive processes and a better work-life balance can reduce stress levels and enhance well-being (Boxall and Macky, 2014). As such, organisations who communicate, reward their staff and encourage personal development will positively contribute to employee well-being and in turn reap HPW (Appelbaum et al, 2000).



Moreover, research has highlighted the relationship between a colleague and their manager can play a vital role on well-being (Armitage and Keeble-Ramsay, 2015), as unsupportive managers can be harmful to a colleagues' mental health (Guest, Paauwe and Wright, 2012). However, organisations can encourage building a positive well-being culture by supporting good people management (CIPD, 2020b) and promoting 'best practices' which in turn enhances performance, increases commitment, and improves well-being (Taylor, 2016).

As such, providing regular feedback, applying robust performance management processes, and actively involving employees in decision-making can influence a high performing culture and improve overall employee attitudes and well-being (Hesketh and Cooper, 2019).

L02

**UNDERSTANDING
PERFORMANCE
MANAGEMENT PROCESSES**



PERFORMANCE MANAGEMENT

- Ongoing continuous process
- Agree goals aligned with organisational strategy
- Identify skill-gaps
- Training plan to improve skills, knowledge & performance
- Monitor progress throughout the year
- Hold review meetings – discuss performance

Performance Management (PM) is an ongoing process that encourages the improvement of employees' skills, knowledge, and performance by agreeing individual goals that are aligned with organisational objectives (CIPD, 2020).

Performance Management is a 'continuous and self-learning' cycle that involves managers setting objectives and identifying any training needs, monitoring their progress continuously throughout the year, and holding review meetings to discuss performance and achievements (Armstrong, 2017).

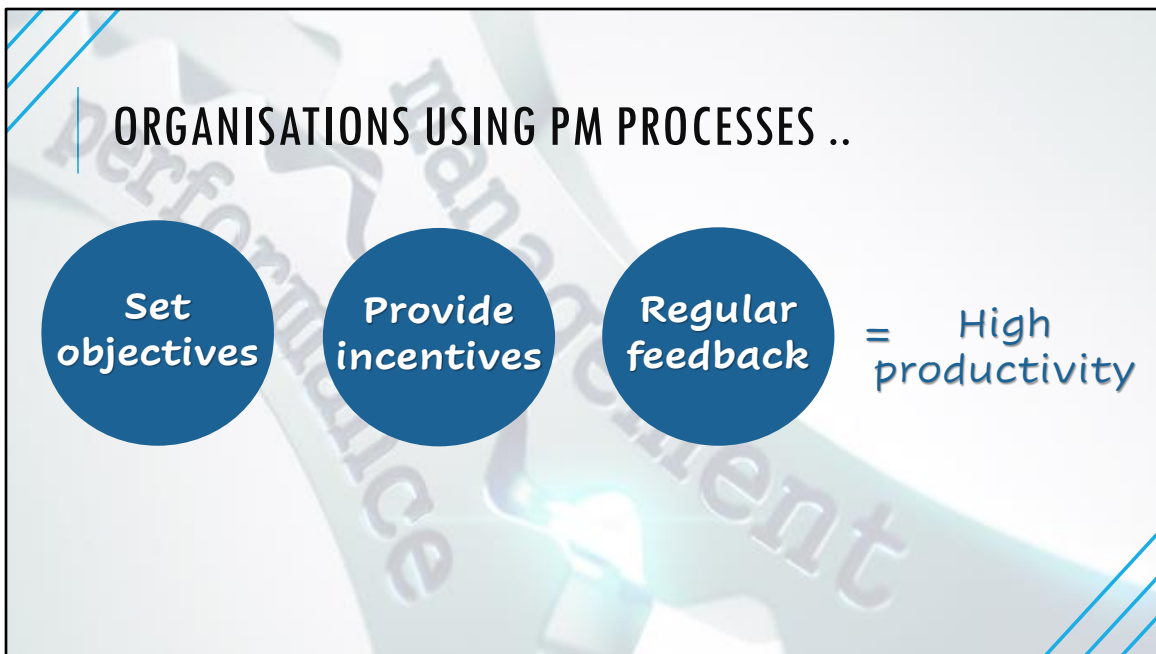
SUCCESSFUL PERFORMANCE MANAGEMENT ..

- ✓ High-performing environment
- ✓ Employee engagement
- ✓ High competence culture

When implemented successfully, performance management can improve people management, create a high-performing environment and enhance employee engagement levels (Ashdown, 2018).

Importantly, capability must also be continuously developed through strategic 'resource and talent planning' with consistent and effective learning and development programmes in place that enables individual and organisational performance to be achieved and enables a high competence culture

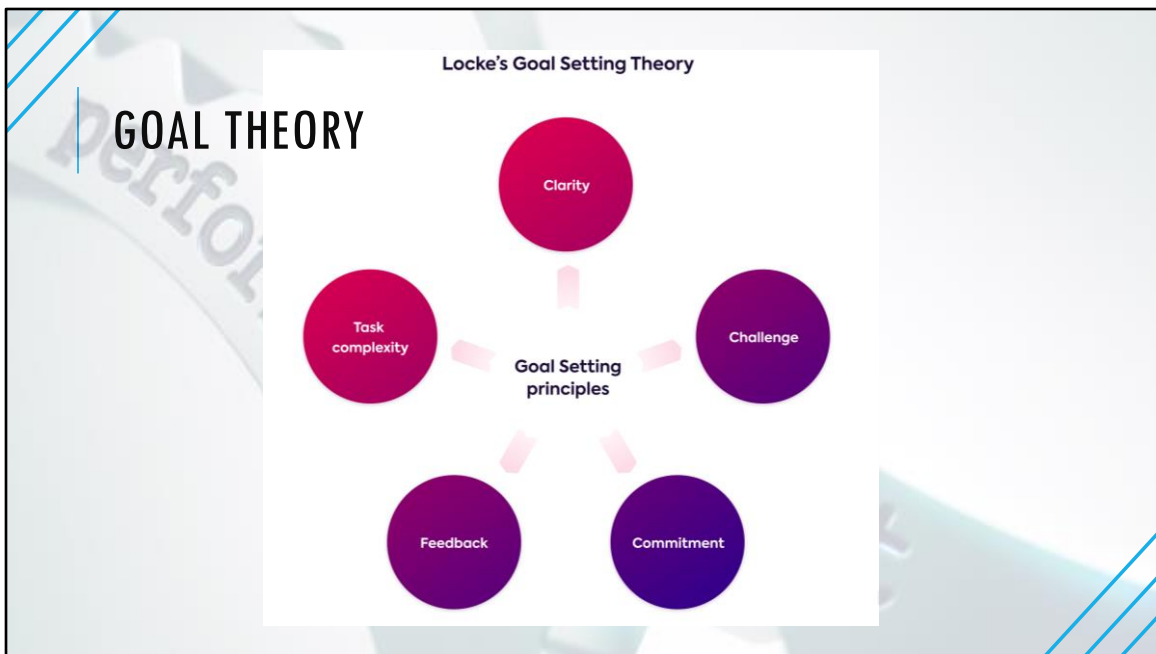
(Woodhams, Perkins and Wilkinson, 2016).



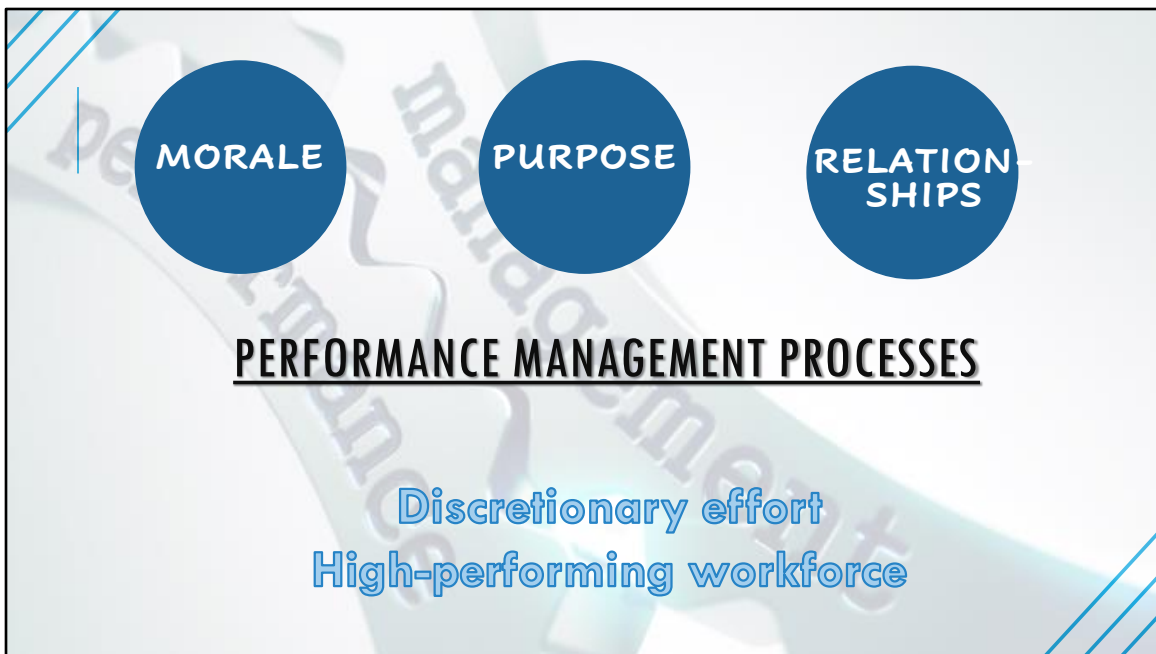
Interestingly, research has found organisations who use formal performance management processes, set objectives, provided incentives, and gave regular feedback to their staff were 23% more productive than organisations who didn't (Bloom et al, 2012, as cited in Taylor and Woodhams, 2016).

HBR, (2017) adds regular feedback is key to improving capability and performance as it helps correct mistakes, sets direction, and reinforces the goals set. Meanwhile, rewarding successes can gain commitment, loyalty, and

best performance. Therefore, positive or negative feedback should be given in real time rather than through formal processes to encourage opportunities to improve behaviours and performance (Gaskell, 2018).



Meanwhile, Locke and Latham, (2013) believe the goal theory underpins performance management. When employees are continually set different objectives to deliver throughout the year, their performance will naturally improve, as long as the goals are challenging enough to utilise and stretch their skills and knowledge.



Whilst performance management processes are aimed to improve individual performance, they also have positive links in improving morale, providing employees with a sense of purpose, and strengthening relationships between managers and their staff (Ashdown, 2018).

When best practices are applied effectively in an organisation, employees are more likely to welcome performance management processes, apply themselves more to the job and utilise their 'discretionary efforts' (CIPD, 2012). Thus, resulting in a higher-performing

workforce (Wilkinson and Taylor, 2016).

Performance management and appraisals are key components in delivering a high-performing, high-committed team, particularly when performance expectations are outlined and objectives are set (Marchington et al, 2016). Appraisals should focus on rewarding strong performance and providing additional development training where needed to improve capabilities (Rees and French, 2016).

COVID PANDEMIC ..

- ❑ Adapt performance management processes
- ❑ Lack of motivation and collaboration
- ❑ Unable to monitor progress

However, during the COVID pandemic, organisations were faced with challenges relating to managing performance whereby 33% of employers stated they needed to adapt their processes to accommodate homeworking employees. Whereas others saw productivity levels drop due to lack of motivation, collaboration and unable to monitor performance (CIPD, 2020c).

ARE APPRAISALS FIT FOR PURPOSE?

✗ Inadequate

✗ Irrelevant

✗ Past performance

✓ Grow talent and capability

Performance appraisals form part of performance management and are seen as a holistic approach to annually reviewing employees' performance. However, it is widely questioned whether traditional appraisals are still fit for purpose (CIPD, 2020b).

Traditional annual appraisals were intended to align objectives, improve morale, redefine responsibilities, improve communication, and reinforce management control (Taylor, 2016). However, yearly appraisals are now criticised for being inadequate and irrelevant to

improving performance (McKinsey, 2019), as it focuses on past performance rather than growing talent and capability (Cappelli and Tavis, 2016).

Research shows managers find annual appraisals time-consuming and a tick-box exercise and feel they are not effectively trained to have difficult conversations and give honest feedback. Meanwhile, colleagues feel formal appraisals are demotivating, stressful and somewhat demoralising (Marchington et al, 2016).

5 CONVERSATIONS



Baker (2013) argues traditional performance management processes and annual appraisals are outdated and should be replaced by '5 conversations' every 6 months discussing different topics relating to performance. The 5 conversations involve:

- Reviewing job satisfaction and morale
- Identifying strengths and skills
- Opportunities to improve performance
- Identifying development opportunities

- Designing continuous learning plan

(Mindtools, n.d)

Meanwhile, Murphy (2018) argues annual appraisals should not be removed if there are no alternatives to replace evaluations. However, some organisations believe the value of their employee's performance contribution should still be evaluated and rated especially when relating to pay rewards or promotions. Particularly at Facebook where 87% of its' employees voted to keep their performance management appraisals (Goler, Gale and Grant, 2016).



Instead of annual appraisals some organisations are now using 360-degree feedbacks to evaluate performance completed by managers, peers, and direct reports (Taylor, 2016). Obtaining more clarity around an individual's performance provides managers with further insight into the contribution and performance of their subordinates (CIPD, 2020b).

However, 360-degree feedbacks can encourage malice, hinder promotion opportunities, and poor relationships may attract poor ratings with no reflection on actual

performance (Taylor, 2016). For it to be an effective approach, 360-degree feedbacks should be used for development purposes and not to manage performance (Armstrong, 2017).

REDESIGNING APPRAISALS TO FOCUS ON ..

Goals

Continuous
feedback

Rewards

With performance management processes too rigid for the current, uncertain times, employers are needing to redesign their approaches to monitor and encourage high-performance working, particularly those homeworking. Flexible measurements and reward incentives are vital to effective performance management and new approaches should be collaborative and adaptive (Gallup, 2020).

However, many organisations are now redesigning their performance management processes to refocus on goal

agility, offer continuous real-time feedback, and reward and recognise successes, with 78% of organisations stating this a “high priority” (Deloitte, 2017).

Companies such as Microsoft, Adobe and Deloitte have redesigned their performance management processes whereby performance ratings have been replaced by regular, informal ‘check-ins’ providing in the moment feedback, and having meaningful conversations to boost engagement and collaboration (Armstrong, 2017b). Regular 121 performance conversations are seen as more effective in developing learnings and performance (CIPD, 2017).

L03

UNDERSTANDING LINE MANAGERS ROLE IN PERFORMANCE MANAGEMENT



LINE MANAGERS ROLE IN PERFORMANCE MANAGEMENT

- ✓ Motivate and engage
- ✓ Develop performance
- ✓ Coach and feedback
- ✓ Role model best behaviours



Line managers play a key role in motivating, engaging, and developing their people and performance through regular feedback and coaching conversations (Taylor, 2016). Managers should encourage appropriate behaviours by role modelling best practice and providing their staff with the support and guidance they need to improve their performance through formal leadership and management processes (Armstrong, 2009). Leatherbarrow and Fletcher, (2019) adds 'transformational' managers will inspire and motivate their teams to do best.

Coaching conversations are an important activity in improving performance. Line managers are responsible for identifying and developing their teams and should regularly coach to enhance knowledge and skills (CIPD, 2020e). Organisations who adopt a coaching culture to improve performance will enhance employee motivation and engagement, therefore productivity and retention levels will improve (Bresser and Wilson, 2015, as cited in Passmore, 2021).

Line managers can also shape attitudes and performance through effective training and development conversations, and recognising and rewarding great achievements (Hutchinson, 2013). Furthermore, when managers focus on strengths and acknowledge good performance employees will feel more engaged and appreciative of their job (Macey and Shneider, 2008, as cited in Armstrong, 2020).

IMPORTANCE OF MANAGERS

How policies are
implemented can influence
performance outcomes



Effective manager-colleague
relationships vital to good performance

Organisations also have a responsibility in continually developing their managers' capabilities and providing them with the guidance and training needed so they can effectively manage and support their people (Taylor, 2016). Robinson, (2013) adds organisations must learn to nurture, grow, and engage their colleagues through reward and recognition, valuable 121 time and regular coaching conversations.

Managers who build strong relationships with their staff, provides them with career opportunities, involves them

in decision making and promotes a positive work-life balance will in return see more commitment and positive attitudes (CIPD, 2020d). However, *how* a manager implements policies and practices can also influence performance outcomes, highlighting the importance of an effective relationship between managers and their teams (Hutchinson, 2013). Managers who have frequent personal, non-work-related conversations not only build a strong rapport with their staff but also build better performance (CIPD, 2017).

SUPPORTING A HIGH PERFORMING CULTURE

- A 'positive physiological contract'
- Culture of trust, autonomy, inclusivity, and diversity
- Not overpromising and under-delivering
- Open and honest communicate
- Values
- Involve employees
- Encourage innovation, creativity, and utilising talents

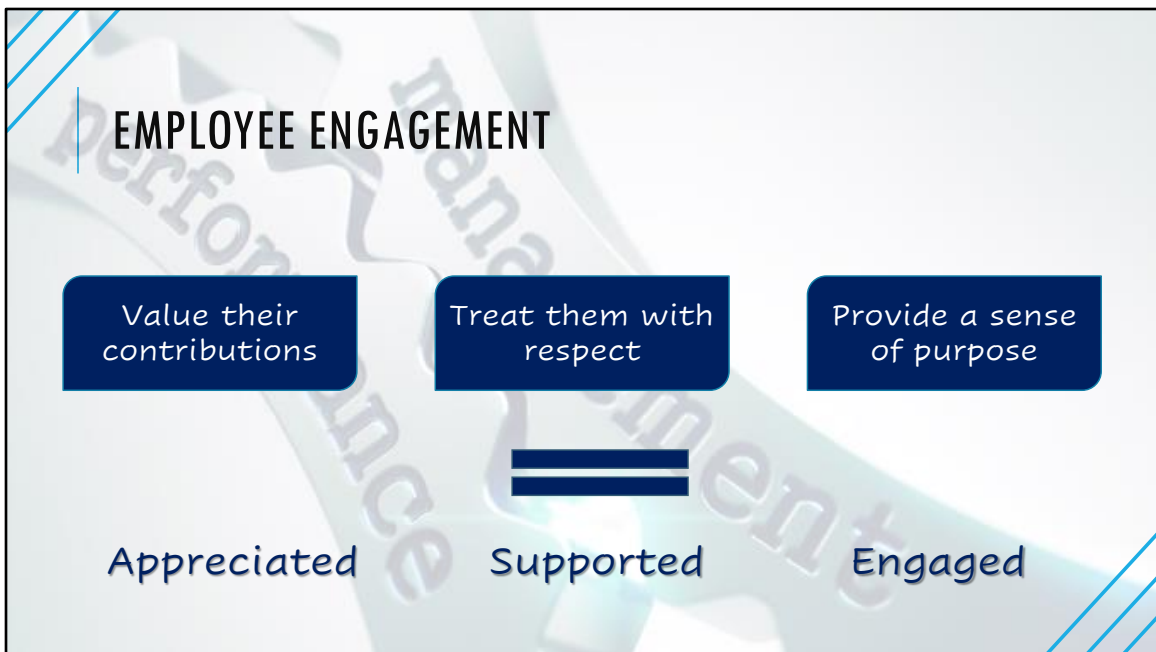
Line managers are also crucial to creating a high performing culture, whereby staff are motivated and committed to achieving their objectives and improving the organisations' operation. More importantly, employees who clearly understand how they contribute to the wider success of the business will feel more engaged to perform better (Gallup, 2013).

Holbeche, (2012) argues managers who create a high performing culture supports the sustainability of high

working performance and can do so by:

- Establishing a 'positive physiological contract' with their colleagues, detailing the expectations required
- Creating a culture of trust, autonomy, inclusivity, and diversity
- Not overpromising and under-delivering
- Breakdown barriers by communicating open, honestly, and frequently
- Live and encourage the values of the organisation
- Involve employees in decision making and changes
- Encourage innovation, creativity, and utilising talents

High performing working cultures that encourage colleagues to utilise their skills and knowledge within a safe and healthy work-environment whilst maintaining work-life balance will deliver overall better performance and exert discretionary effort (Tehrani et al, 2007).



MacLeod and Clarke (2009) adds the important role managers play in employee engagement and how they treat their staff. By valuing their employees' contributions, treating them with respect and ensuring everyone understands their purpose within the organisation will allow them to feel more appreciated, supported and engaged to the business.

However, other factors that can also affect performance and motivation levels include:

- Peer and manager relationships
- Managerial style
- Working conditions, i.e. health and safety
- Company policies
- Holiday and pay entitlements

(Leatherbarrow and Fletcher, 2019)

HR'S ROLE IN PERFORMANCE MANAGEMENT

Both HR and line managers must work together for performance management processes to succeed



Equally, the HR function play just as an important role in effectively managing and implementing formal performance processes as line managers do and align processes with organisational strategy (Wilkinson and Taylor, 2016).

Ultimately, for performance management processes to thrive and benefit both individual and the organisation performance, line managers and HR must work together in partnership to consistently manage employee performance (Hutchinson, 2013). Although, Wolff

(2010)'s research (cited in Hutchinson, 2013) showed only 28% of HR within organisations support line managers with performance management routines.

ROLE OF THE LINE MANAGER & HR

Role model

Engaged

Commitment

Motivated

Behaviours

Successful performance management processes also require line managers' full commitment and role modelling best behaviours which HR must encourage and support managers of all levels to do (Rees and French, 2016). Otherwise, if senior/line managers lack the drive and commitment to the process their subordinates will feel disengaged and less motivated to do a good job (Ashdown, 2018).



HOW CAN HR SUPPORT LINE MANAGERS

- Provide training to build capability
- Offer support and guidance when needed
- Include manager's in decision making
- Recruit and select best fit for the job
- Encourage managers to own their own development

HR are also required to provide managers with adequate training to allow them to implement and follow processes effectively (Taylor, 2016). Additionally, HR must continually aim to build capability and develop highly competent managers to maximise potential, improve employee engagement (Armstrong, 2009) and produce better results (Armstrong, and Baron, 2005).

Hutchinson, (2013) suggests HR can support line managers by:

- Giving advice, support and guidance
- Provide relevant training so managers have the most up to date knowledge*
- Include line manager's in designing processes and policies to enhance commitment, motivation and role model best practice
- Recruiting and selecting best candidates with the right skills for the job
- Encouraging managers to own their own performance and development

* Continual training, coaching and learning develops capability which supports the organisations success now and for the future (Ashdown, 2018).



Moreover, line managers and HR are equally responsible for recruiting, selecting and implementing a well-designed induction programme for new starters (Marchington et al, 2020). When effectively designed and run, inductions can quickly encourage high-productivity and high-performing employees (CIPD, 2020e).

Lastly, when working alongside line managers, HR must seek to review and understand the effectiveness of performance management processes through various

feedback channels, such as surveys or employee voice-platforms and align processes with current best-working trends (Armstrong, 2006).



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