

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Performance – Understanding the link between individual and organizational performance

Activity 2 & 3 (See below for activity 3)

Word Count: 750

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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: MGoldsworthy

Date: 14/09/2020

On the job training, option b. (750 words)

My organisations approach to performance management.

Bluestone resorts has a performance management policy called “performance management: a guidance for managers”. Within this policy is information three typical types of performers, how to manage performance and what the formal process is. The three types of performers as mentioned above are those who have “Excellent performance”, “Acceptable performance”, and “Unacceptable performance”. The guide recognises that a lot of employees fall in-between these categories but for the purpose of performance management the approach will be based on these three elements. I will briefly explain what Bluestones guide suggests to performance manage and underpin the points with evidence from the CIPD and ACAS.

The guide explains that someone who is usually an excellent performer may not be managed so closely and become demotivated through lack of challenge, for example. The guide suggests that the manager should give praise for their successes and depending of incentive arrangements and nature of the employees’ achievements, a manager may consider some type of reward. The next step is to consider how their performance can be improved and get them to agree on an appropriate plan utilising “SMART” objective; (Specific, Measurable, Achievable, Relevant, and Time-bound). If the employee needs a new challenge there are a variety of options the manager can consider; some are taking supervisory-related or mentoring roles or dealing more proactively with customers. The idea is to improve their performance and recognise if it is dipping as that employee may feel unchallenged and look elsewhere for work, taking all of their skills and experience elsewhere. This method is also suggested by the CIPD stating that managers should firstly talk about the parts of their role the employee does well first, then addressing development needs, utilising SMART objectives (Performance Management | Factsheets | CIPD, 2019).

When a manager needs to address an employees’ performance who is normally an acceptable worker, they will need to initially act in a similar way to addressing someone who is an excellent performer. Normally the employee will know where the gaps in their performance are and can agree a plan to develop with their manager utilising 360-degree feedback from others. If they lack the self-awareness to see the performance issues, the manager can arrange some more formal training. This is also helpful if it is an external trainer as they can have a useful second opinion and may be able to offer ideas on addressing the performance. The CIPD recommend using 360-degree feedback as an effective way of gathering information from different people with different relationships with that employee (Performance Reviews | Factsheets | CIPD, 2019).

Dealing with unacceptable performance from an employee may require advice from the Capability and Performance Procedure also (depending on the nature of the issues). Managers should first establish the reason for the poor performance and will know if the poor performance is something new or if the employee is always underperforming. If the issues are new and the employee usually works to an acceptable level, the manager should attempt to resolve the issues (if it is work based) or be a sympathetic listener and possibly arrange time off work if the issue is outside of work. For the employee who is always underperforming due to either not being able to do the role or having ill health, and all other performance development and improvement plans have been utilised and

exhausted, the manager should resort to the Performance and Capability Procedure. Using this type of approach and threats of sanctions is generally a poor way of improving motivation and performance but for some employees, and in some circumstances, it is the only way. This process should be used as a last resort and not as the first point of call for an employee who dips in performance. This method is backed up by Acas who state that the employee should firstly be encouraged and given an opportunity to improve their performance and if they fail to do so, to resort to the capability or disciplinary procedures (Capability procedures | Acas, n.d.).

The policy generally covers how to address performance issues depending on the employee's usual performance and their personalities. The managers should know their employee's well enough to know the types of performance improvement plans that are likely to work and if it doesn't, to resort to the capability or disciplinary procedures. For this reason, I don't think the Bluestone Performance management policy needs to be amended.

Bibliography

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Activity 3

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Info graphic reflection

My info graphic was based on the performance management cycle. I found a lot of information from the CIPD website and the UK Performance Management Report 2019 for this info graphic. I chose the performance management cycle for my info graphic as it was what most appealed to me and my work. Performance feedback is a crucial aspect of the performance management cycle (Performance Management | Factsheets | CIPD, 2019).

Each part of the cycle is important and each part after that relied on the part before it to have been carried out effectively. Without a strong performance management appraisal with competent managers carrying out the reviews, the outcome of completing it is ineffective. The appraisals should be delivered to the employee regularly and there is an emphasis on providing employees with informal and regular feedback as well as their annual, 6 monthly or quarterly reviews. This way, employees can adjust and correct behaviours sooner and the momentum of motivation to achieve goals is consistent. This isn't to say that all employees have no say in what they do as it is more beneficial to managers carrying out the reviews if they have an open exchange with the employee. This gives the employee an opportunity to voice their opinions and concerns and to come to a mutual agreement on what their objectives going forward are. The objectives given to the employee by their line manager should be SMART (Specific, Measurable, Achievable, Relevant, and Time Bound) following this process when providing employees with goals will eliminate the objective going off track or become irrelevant and will give a specific time frame to achieve it. The more specific the better, as employees will know exactly what is expected of them and provide them with the tools to achieve their objectives (Clear Review, 2019).

The performance management process is ever revolving and when an employee reaches their targets, the process starts again with new targets and time frames. Each time this process is done the employee gains new skills and abilities, and the manager has a better understanding of how each employee works and responds to feedback. This process strengthens the relationship between managers and their employees and gives each person a sense of purpose as each knows how they are contributing to their organisation. Employees who feel valued and know why what they are doing is important are generally more likely to achieve goals (Performance Management | Factsheets | CIPD, 2019).

This info graphic is very basic but colourful and gets across the main points of the performance management cycle. This is easy to understand and follow and gives the option to visit the CIPD website for more information on the process. This is something that line managers could have on a wall on in their diary to quickly look over when needing performance management information without having to read through lengthy procedures.

Bibliography

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