Performance Evaluation at WHO

By

Evelyn Kortum
Ivan Babovic

CSAIO 15, ESRIN, Frascati 16-17 October 2014
Organizational goals of the ePMDS

- To improve WHO and individual performance within the organization
- To motivate staff and develop them to reach their potential

(source: http://intranet.who.int/homes/pml/performan/)
Performance Management and Development in WHO

- Framework
- Recognizing and rewarding excellence
- Managing underperformance
The HR Strategy defines performance management as a continuous dialogue between staff and managers.

It fosters:

- Culture of trust
- Transparency
- Honesty
- Accountability
Framework - Purpose

* Promote:
  * High performance culture
  * Staff development and continuous learning
  * Empowering managers
  * Holding managers responsible
  * Encourage high level of staff participation in planning processes etc.
  * Recognize and reward performance
  * Manage underperformance
Evaluation Core Principles

* Top-management commitment and accountability framework
* Results-based management / competencies
* Aligning individual organizational unit etc. objectives
* Dialogue and feedback through informal and formal processes
* Shared responsibility and accountability
* Clarity of expectations
Opportunities for learning and development
- Define measures to recognize and reward performance
- Address underperformance
- Electronic Performance Management and Development System (ePMDS)
Challenges as we see them

* There is no culture of constant interpersonal communication
* Lack of interest from managers
* System not perceived as meaningful
* System is not used to reward well-performing staff
* System is used for punishment
* “Nobody wants to be seen as a troublemaker – staff and managers alike”
The ePMDS (the electronic version) is used by all staff including staff members on probation, fixed or continuing contracts, including temporary contracts of more than 60 days.

The paper-based PMDS is used only by staff members with contracts of less than 60 days.

(source: http://intranet.who.int/homes/pml/performan/)
What’s included in the PMDS?

Mandatory components:
1. A section for defining the work objectives (up to 6)
2. A section for defining competencies
3. A section for the completion of a personal development plan
The standard cycle is the calendar year (January to December)

Three distinct milestones:
  * Beginning of the year
  * Mid-year
  * End of the year

Automatic reminders are sent to staff and supervisor for mid- and end-of-year dates
Managing underperformance – the process

* Step 1 – Informal process
  - Continuous informal and formal dialogue and feedback
* Step 2 – Formal process
  - Performance Improvement Plan (PIP)
  - Administrative actions
* Step 3 – PIP outcome
  - Successful or unsuccessful completion of PIP and consequences
Managing underperformance – General comments on proposed policy

- How can we change the organizational culture towards a continuous dialogue, which is not usually being done across the Organization?
- How can we empower staff members to undertake the necessary behavioural or performance improvements in a safe environment?
- PIP length (max. 90 days) depends on changes required, availability of courses etc.
Managing underperformance –
General comments on proposed policy

* Reassignment will continue to have a negative connotation as linked to underperformance.
* One person underperforming in one area and work environment, may thrive in another.
* The text throughout provides ample opportunity for arbitrary action on the part of the supervisor who has the power to recommend reassignment or termination for continuous appointments.
* No clear criteria for reassignment or termination.
* No interactive role for the staff member in this process.
* Top down process set up to disempower the staff member.