

Performance Evaluation at WHO

By

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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

Framework - Principles

- * 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

Evaluation Core Principles - continued

- * 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”

Two versions still in use at WHO

- * 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 performance cycle

- * 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.