

Performance Management

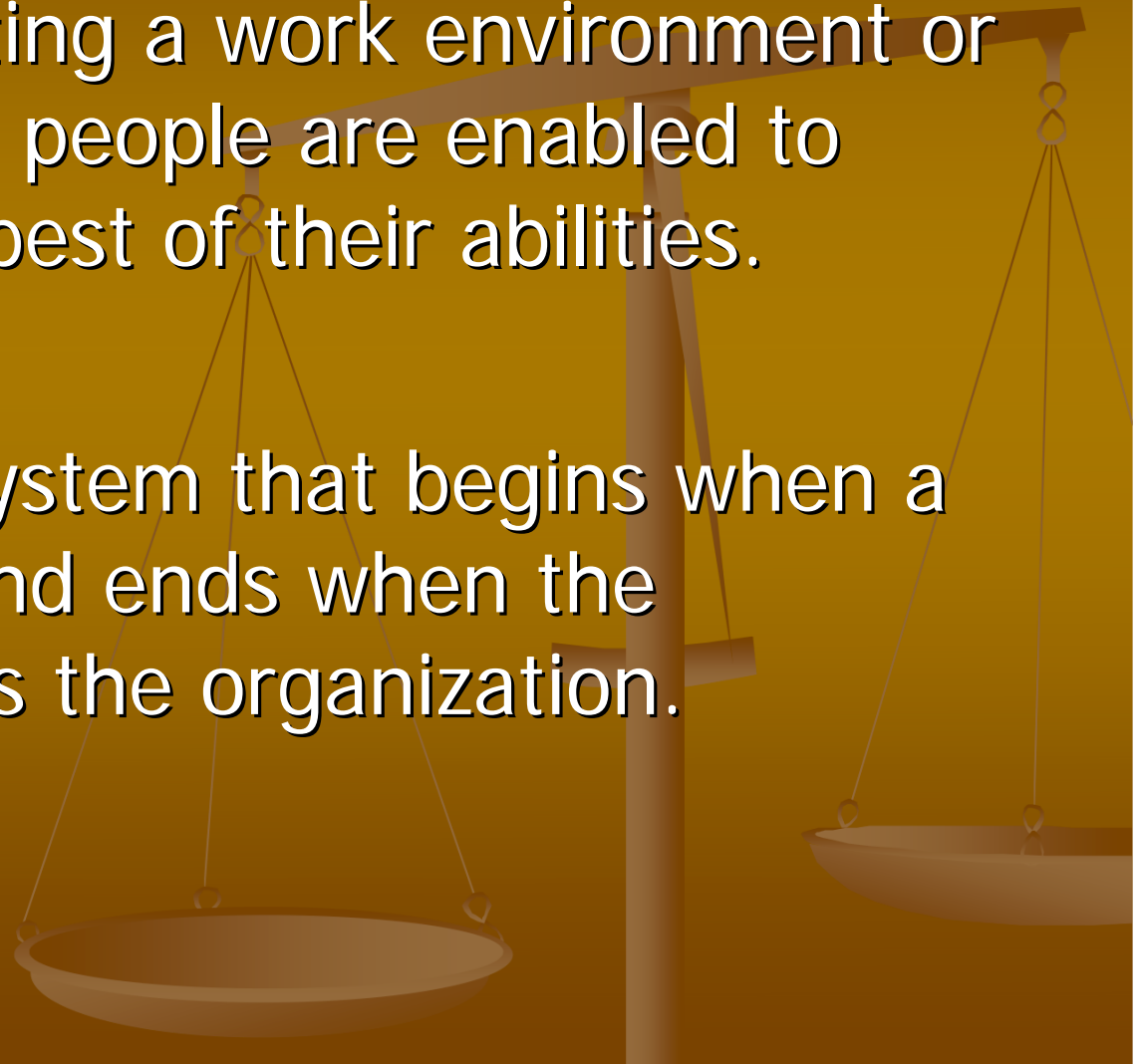
CSAIO9

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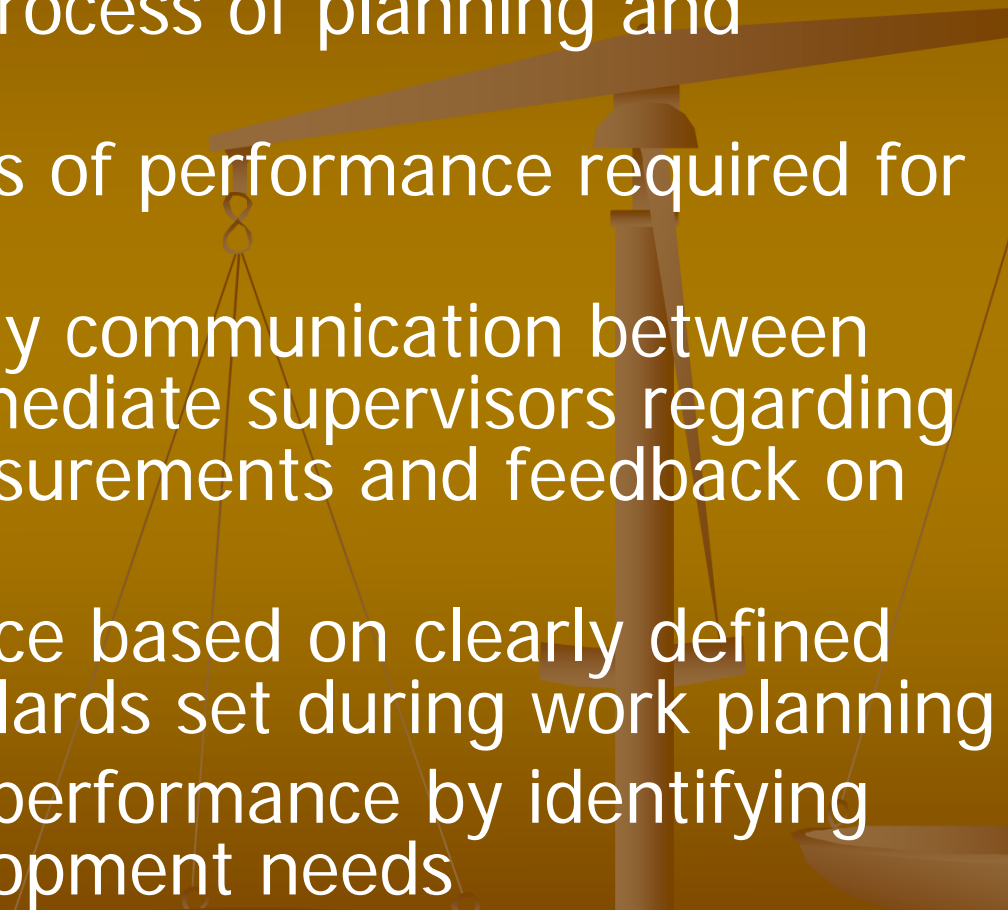


What is performance management?

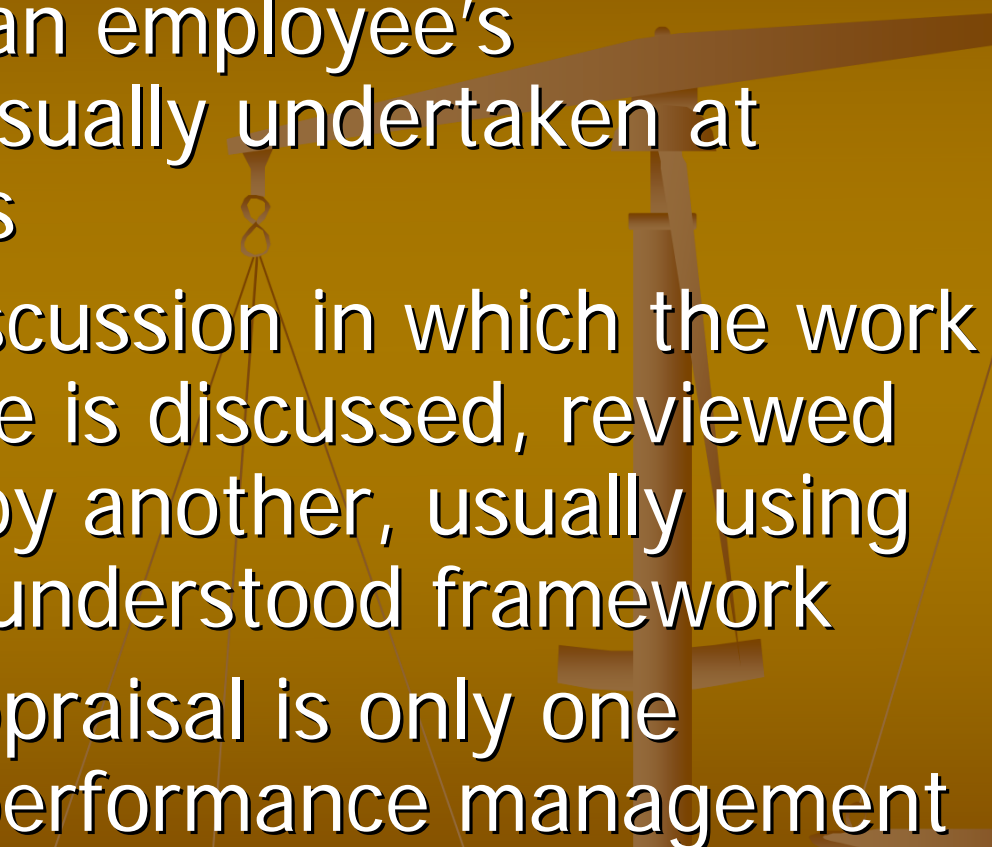
- Process of creating a work environment or setting in which people are enabled to perform to the best of their abilities.
- A whole work system that begins when a job is defined and ends when the employee leaves the organization.



Objectives of performance management system

- Provide a formal process of planning and reviewing
 - Establish standards of performance required for the following year
 - Encourage two-way communication between staff and their immediate supervisors regarding expectations, measurements and feedback on performance
 - Review performance based on clearly defined performance standards set during work planning
 - Track progress in performance by identifying training and development needs
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What is performance appraisal?

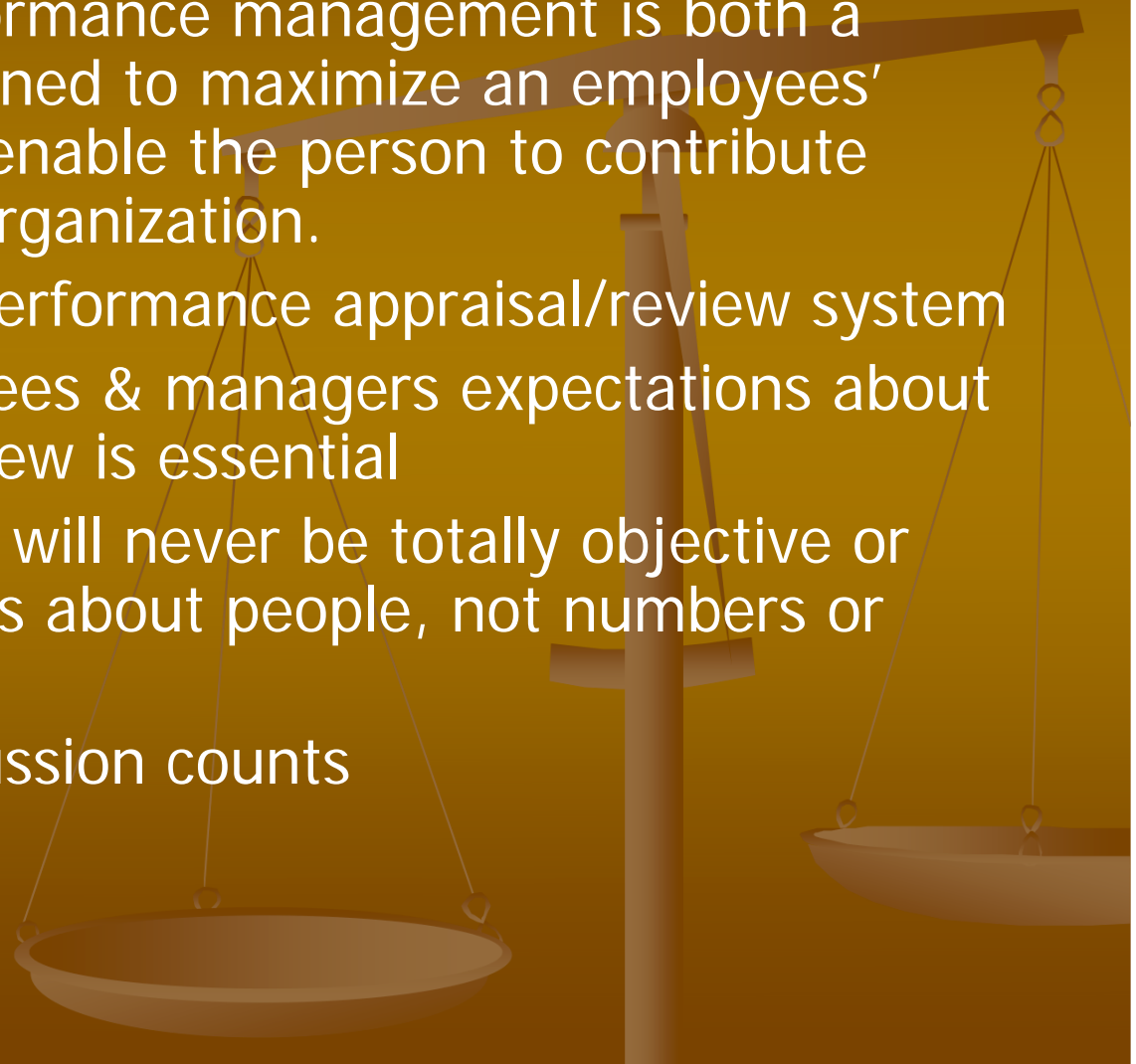
- Assessment of an employee's effectiveness, usually undertaken at regular intervals
 - Face-to-face discussion in which the work of one employee is discussed, reviewed and appraised by another, usually using an agreed and understood framework
 - Performance appraisal is only one component of performance management
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Elements of performance appraisal

- **Key Objectives and Measures.**
 - **Functional Competencies.**
 - **Leadership Competencies.**
 - **Organization Values.**
 - **Career & Personnel Development.**
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Science and art

- Fundamentally, performance management is both a science and art designed to maximize an employees' fullest potential and enable the person to contribute substantially to the organization.
- There is no perfect performance appraisal/review system
- Alignment of employees & managers expectations about the performance review is essential
- Performance reviews will never be totally objective or unbiased because it is about people, not numbers or machines
- The one-to-one discussion counts

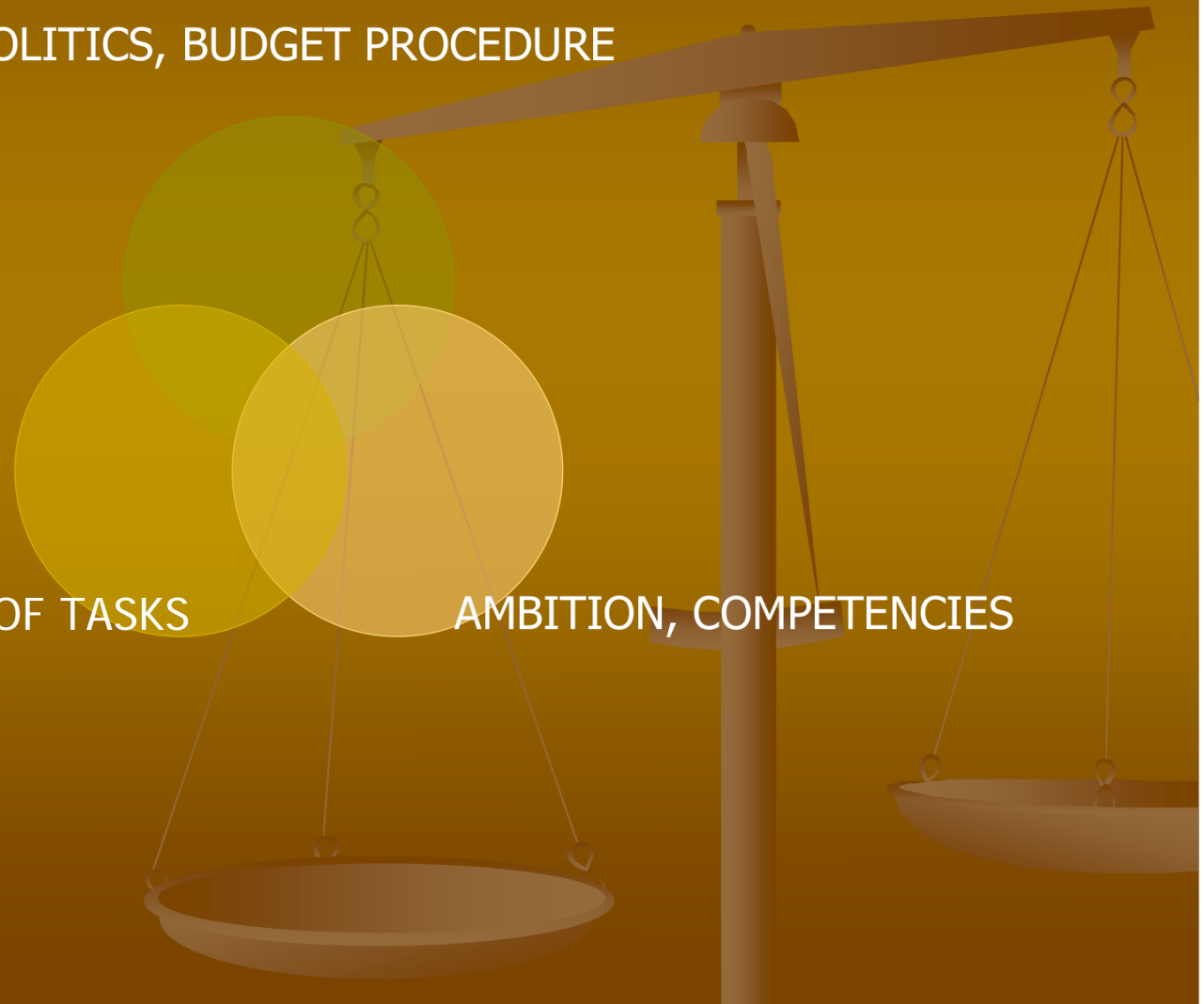


What influences performance?

POLITICS, BUDGET PROCEDURE

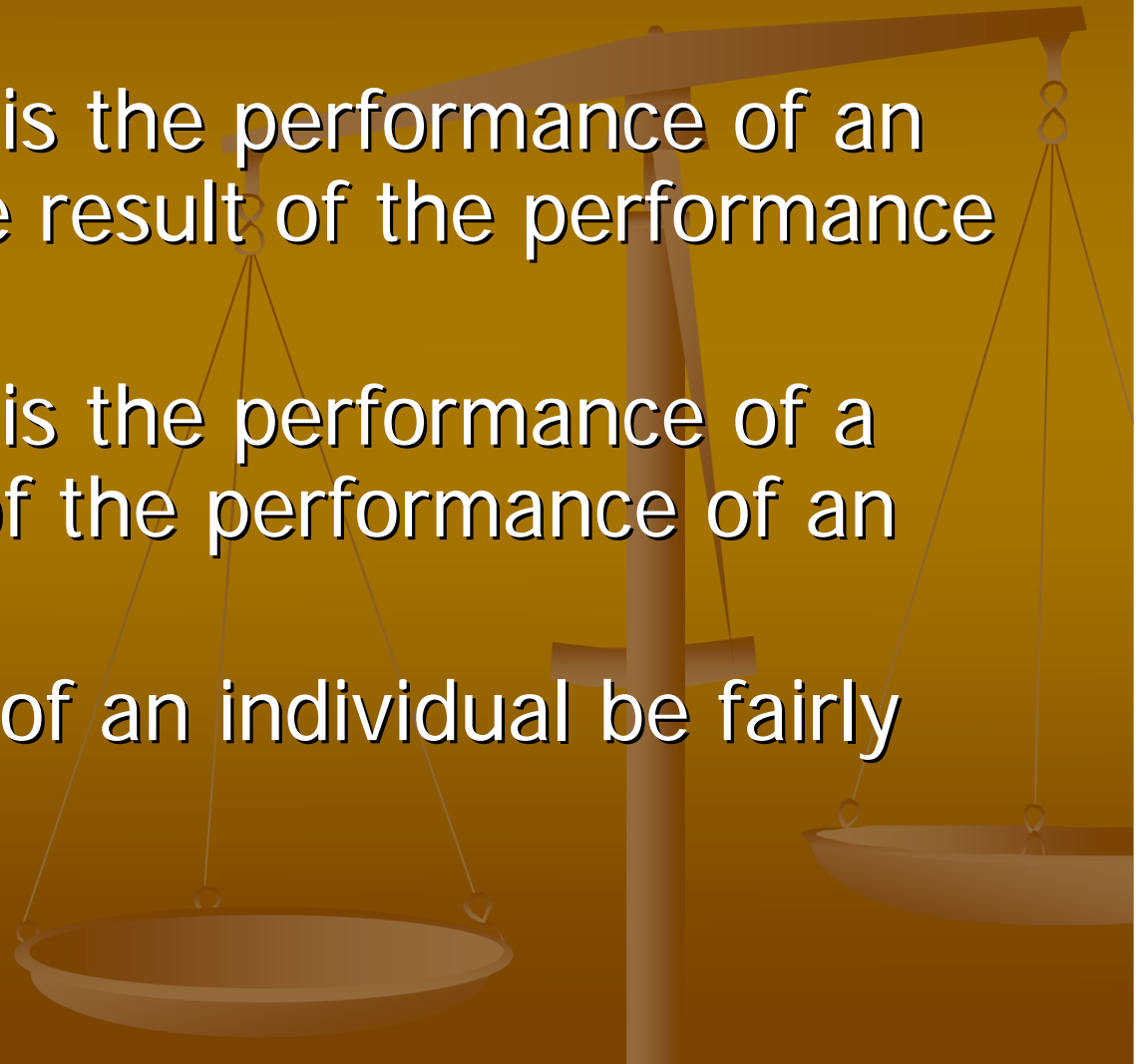
LEADERSHIP, DIVISION OF TASKS

AMBITION, COMPETENCIES



Questions: Individual & organizational performance

- To what extent is the performance of an organization the result of the performance of the staff?
- To what extent is the performance of a unit the result of the performance of an individual?
- Can the impact of an individual be fairly measured?

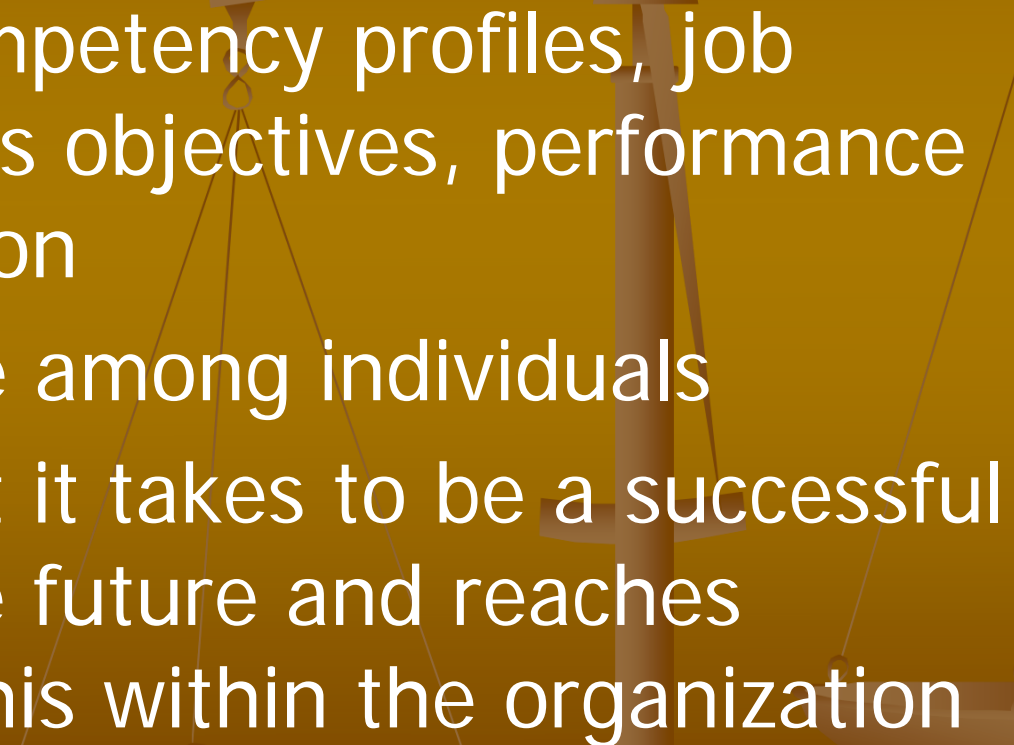


Organizational performance

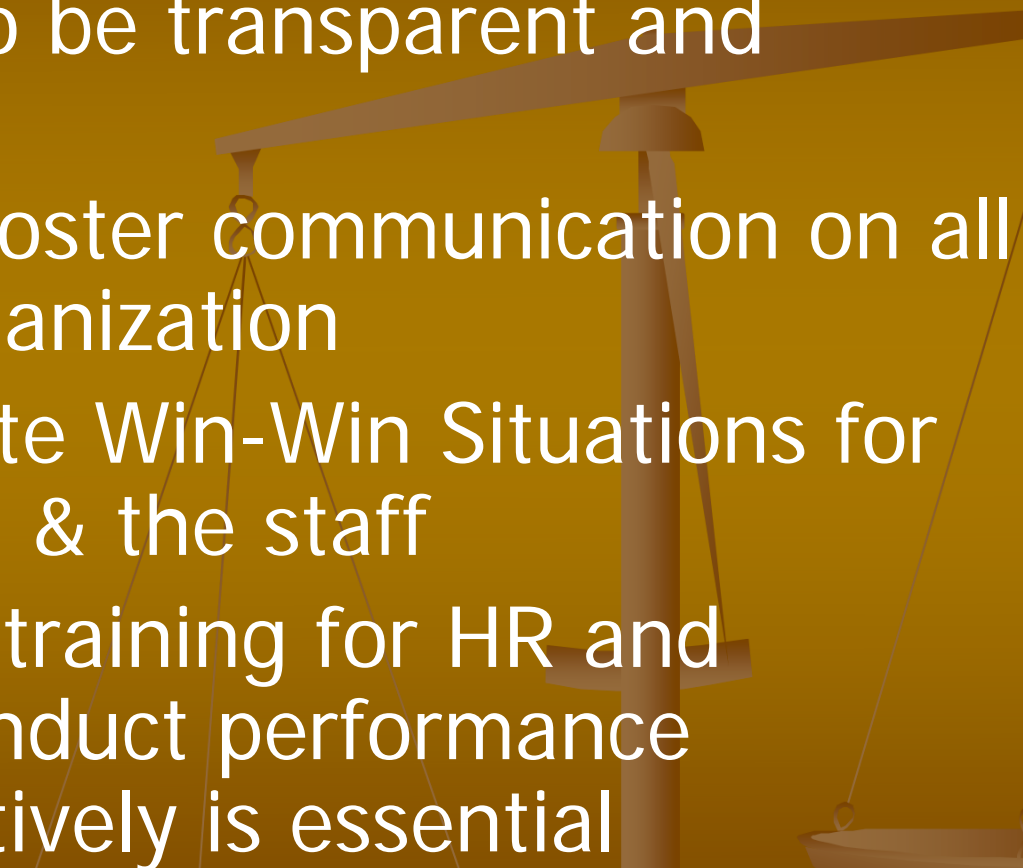


- If the performance of international organizations has not been regularly evaluated, how can the performance of individual staff be assessed?
- Results-based management may strengthen the links between organizational and individual performance

Good performance management systems

- Will connect competency profiles, job profiles, business objectives, performance and compensation
 - Will differentiate among individuals
 - Will realize what it takes to be a successful performer in the future and reaches agreement on this within the organization
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System needs

- System needs to be transparent and integrated
 - System should foster communication on all levels of the organization
 - It needs to create Win-Win Situations for the organization & the staff
 - Training and re-training for HR and managers to conduct performance appraisals effectively is essential
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Difficulties in performance assessment

- Lack of quantifiable indicators
- Objectives too numerous, unchallenging, unrealistic and not updated
- Difficult to differentiate average performance
- Problems w/ detailed and highly formalized ratings



Solutions



- Well-identified job objectives (small number, both realistic and challenging)
- Establish a link between individual and organizational objectives
- Simple rating framework
- Based on dialogue with manager
- Transparent and rely on procedural justice mechanisms
- Feedback on appraisal well-reported and explained

Lack of rewards



- In most international organizations, the promotion opportunities are limited
- Thus rewards for good performance are limited:
 - Step increase
 - Non-monetary award
 - More challenging work without commensurate pay or promotion

What FICSA advocates



- Effective performance management linked to career development & opportunities
- Objective and transparent performance appraisal
- Training for managers and HR people
- Ongoing dialogue between staff and manager
- An annual appraisal process

Thank you

