



Performance & Development Management: An Integrated Approach

Our experience indicates that a successful and sustainable performance management system requires solid integration between four basic elements, which we have developed into the performance and development management circle TM. Seamlessly integrating these basic elements into our online technology and processes ensures that performance management becomes habitual and significantly improves productivity.

The Performance & Development Management Circle TM





1

Define clear employee objectives: *Employee objectives and expectations are defined based on organization, division and department goals and strategies.*

This includes determining how the flow down of organization, division and department values and goals affects employee performance expectations, core responsibilities / competencies and objective metrics. We carefully plan this process with our clients and where appropriate conduct the appropriate interviews with managers in specific departments to gain their input, and their buy-in to the process. Employee involvement early on in the process is very important for building goal commitment and buy-in. The amount of system functionality is very dependent on client circumstances and desires. We ensure that our solutions are fully customized to fit our client's existing needs while allowing for future changes and flexibility.

2

Effective performance measurement process: *This is our **ART of performance measurement**TM as the system must be **Accurate, Relevant and Timely.***

We work with our clients to define the relevant measurement processes using the employee objectives articulated in step 1. System functionality is customized to meet specific organization values and objectives. It also involves importing employee demographic data into the system; setting up the system to cater for division, department and position performance requirements and defining the process for reviews.

We work with our clients to create a simple process to capture the appropriate measurement items that could be used for families of positions and individual employees in different job functions. Apart from the subjective ratings and text based feedback which is valuable and which reviews typically include, we also work with our clients to include objective measures / targets of job performance where positions lend themselves to this type of measurement. Research proves that objective measures significantly enhance employee productivity. We have developed a proprietary methodology for efficiently converting any objective metric into a performance score.

In addition employees are set up with the ability to write, store and automatically email performance notes throughout the year which can be easily retrieved at performance appraisal time, improving the validity of the review. Decisions are also made with our clients on the type of appraisals to implement given our client's circumstances including choices of manager to employee, self appraisals, peer reviews and upward reviews. The timing of employee performance reviews and measurement processes also needs careful planning. We also set up processes to ensure that completed and outstanding reviews are easy to track and that reminders and follow ups are in place.



3

Meaningful analysis of performance results: *An analysis tool which provides meaningful and actionable performance insights on which decisions can be made.*

We have developed a very simple interface to our powerful reporting engine which enables our clients to easily analyze results to inform employee decisions which affect employee performance and productivity. In addition to individual and HR department viewing rights, we are also able to set up specific manager viewing rights based on our client's organization hierarchy. This enables managers to analyze and actively manage employee performance in their divisions and departments.

Our diagnostic tool set is also extremely valuable for diagnosing employee performance and informs specific employee development decisions. It helps managers to diagnose job redesign, training, motivation requirements and other related performance issues. This process can also be tied into or developed into a client's talent review process where appropriate.

Where our clients have or want to create a link between employee performance and compensation, our methodology and system easily facilitates that process.

4

Constructive performance feedback and training: *Constructive feedback should be given to an employee shortly after performance is measured and analyzed. Training needs should be identified and included in the employee's development plan.*

Online performance and development management guidelines are provided to evaluators. This ensures they have access to easy to follow and clear techniques that they can use on their own when completing reviews or before doing a feedback session. We also provide, where required and appropriate, on site training to upgrade these necessary employee performance management skills.

Our trainers and online materials cover general topics including goal setting, setting performance standards, constructive feedback and the use of solid principles in performance management.

Performance and development management is the measurement and management of employee performance with a focus on personal employee development to achieve employee and organizational objectives. We create a highly customized client solution which we systematically implement to raise employee learning, performance and productivity.

